

**Bill Younger**

CEM, Manager, Business Energy Management at Puget Sound Energy  
bill.younger@pse.com

**PROFESSIONAL EXPERIENCE**

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**Manager, Business Energy Management at Puget Sound Energy**

February 2007 -Present (2 years 11 months)

Manager position within the Energy Efficiency Services department, with leadership responsibility for development and all aspects of delivery of PSE's demand-side programs and services for all of commercial and industrial markets. Responsible for annual budget in excess of 30 million dollars and for achieving approximately 12 aMW and 3 million therms annually to meet company resource goals. Manage staff of 25 professional and technical employees who are responsible for delivery of specific efficiency programs and projects for the company. Analysis and planning of demand-side programs and policy initiatives, including energy efficiency, demand response, and fuel conversion while assuring compliance with Company policies and program tariffs. Actively collaborate with State Utility Transportation Commission advisory group and constituents to incorporate their interests into the design and implementation of efficiency programs.

**Sr. Energy Management Engineer at Puget Sound Energy**

2003 -2007 (4 years)

Responsible for the development and management of PSE's Resource Conservation Management (RCM) program. The program works with facility operations and maintenance staff to identify low cost measures that can be implemented to reduce expenditures across all resources including energy, water, wastewater, and solid waste. Provide technical support for a wide range of demand side management projects, facility energy and resource audits, utility tracking software and monthly customer downloads, and manage PSE's web-based energy interval data presentment system. Develop and present a variety of Energy Management training programs for customers and internal staff.

**Director of Facilities at Lineo Inc.**

2000 -2002 (2 years)

Provide oversight of facility operations and contracted facility support services for 20 facilities in 10 countries worldwide. Central point of contact for all space requests and assignment of workspace locations. Work with department heads or designated representatives on space planning for current operations and projected growth, assignment of employee locations, department moves, and coordinate with Information Services Department on the installation of phone and data systems to assigned spaces. Negotiate lease agreements and provide supervision of all contracted services for space planning, design, and construction of build-outs and remodels.

**Senior Associate at Macro International**

1999 -2000 (1 year)

Developed and implemented motor systems management training programs and support tools for US Department of Energy's Motor Challenge program. Conducted on-site evaluation of industrial motor management practices and provided technical assistance in development of motor repair/replace decision policies. Provided instruction to commercial facility operators and utility customer representatives on the energy efficient operation of commercial facilities. Supervised a staff of eight employees and managed the Seattle, Washington field office.

**Senior Director at Enron Energy Services**

1997 -1999 (2 years)

Coordinated the development and operation of regional support offices to provide engineering services, coordination with vendor partnership program, proposal development for energy conservation projects, and technical support for sales staff. Coordinated the implementation of value-added services to complement utility tracking and facility management software products offered through Enron Energy Services. Services included FASER software implementation, energy management planning, utility bill and rate auditing, facility benchmarking, custom reporting, utility representation, deregulation preparation, and education and training programs. Responsible for management and supervision of 15 staff members, development and tracking of budgets, and providing technical support, evaluation of customer needs, pricing, and deal structuring in support of sales department.

**Energy Specialist 4 at Washington State Energy Office**

1990 -1996 (6 years)

Managed the Education and Training Unit and the Seattle field office of the Washington State Energy Office. Directed operations and supervised a staff of 15 in the planning, development, and implementation of energy education and training programs. Developed and maintained cooperative relationships with federal, state, and local governments, professional associations, and utilities and represented the agency in professional, local, state, regional, and national meetings. Senior level technical position responsible for the planning, curriculum development, coordination, marketing, and implementation of educational courses for various commercial client groups. Provided classroom instruction to a variety of commercial client groups on topics such as commercial energy code, energy accounting, energy auditing, energy management, and preventive maintenance.

**EDUCATION**

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**University of Washington**

Construction Management, 2001 -2002

**Lane Community College**

Energy Management, 1983 -1984

**SYNERGISTIC ACTIVITIES**

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Energy Managers' Hall of Fame -2007

Certified Energy Manager (CEM) -1991

Certified Energy Procurement Professional (CEP) -1997

Certified Business Energy Professional (BEP) -2004

## **Todd Starnes**

Manager Residential Energy Efficiency, Puget Sound Energy

Todd Starnes has been at Puget Sound Energy for the last eight years. Four years overseeing business development, sales and marketing. The past 4 years Todd has led PSE's Residential Energy Efficiency programs through double digit growth, introducing the region to some of the most innovative and successful programs in the country. That innovation has resulted in over 15 aMw saved each year. PSE is based in the Pacific Northwest with over 1.2 million electric customers and over 600,000 gas customers.

### **PROFESSIONAL EXPERIENCE**

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#### **Manager Residential Energy Efficiency, Puget Sound Energy**

2004-present

Oversees 30 employees and a \$50 million annual residential energy efficiency budget. Energy Efficiency programs for both Gas and Electric Customers.

#### **Manager Business Development, Puget Sound Energy**

2001-2004

Responsible for evaluation and development of new business opportunities, which included PSE's Contractor Referral Service, Integrated Customer Solutions and PSE's Leasing Business. Additional responsibilities included managing the Marketing Department, the Energy Advisor call center and PSE's environmental education program, "Powerful Choices" which reaches 14,000 middle school children each year.

### **EDUCATION AND TRAINING**

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#### **University of Washington**

Masters of Business Administration, 2004

#### **Seattle Pacific University**

Bachelor of Science, 1989

### **SYNERGISTIC ACTIVITIES**

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Todd serves on the Residential Expert Committee for the Northwest Energy Efficiency Alliance.



## **Ash Awad, P.E.**

Vice President of Energy and Facility Solutions at McKinstry

Ash Awad holds the position of Vice President of Energy and Facility Solutions at McKinstry. Ash is also a Corporate Officer and is therefore empowered to make critical decisions related to all energy, facility management, and technical services projects. He provides each project with a local decision making avenue that simply enables the flexibility needed to ensure that the McKinstry team of 300+ can remain empowered and focused on both the project and client satisfaction.

His expertise has supported many schools, colleges, universities, hospitals, commercial, and industrial customers by leveraging hard-cost annual operational and utility savings in desperately needed facility upgrades. Ash is motivated to provide clients with innovative solutions focused on reducing their utility and operational costs through various energy services offerings.

He has had the opportunity to be involved with many of the most interesting projects throughout the Pacific Northwest. Ash also serves as the President of the Board for the Northwest Energy Efficiency Council (NEEC), which represents many firms that provide energy conservation products and services, including many of the ESCOs that serve the region.

Ash specializes in Performance-Based Contracting; Project Development; Energy and Resource Conservation; Innovative Financing; EMCS System Evaluation; Demand Side Management Programs; Supply Side Management Programs; Security Utility Rebates; Directed Engineering Studies; and Facility Auditing.

### **PROFESSIONAL EXPERIENCE**

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#### **Vice President, McKinstry**

June 2000-Present

#### **Engineer/Account Executive/Business Development Manager, Siemens**

1993-2000

### **EDUCATION**

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#### **University of Washington**

Master in Science Mechanical Engineering, 1993

#### **University of Massachusetts**

Bachelor of Science Mechanical Engineering, 1992

### **SYNERGISTIC ACTIVITIES**

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President of the Board of the Northwest Energy Efficiency Council, 2009

State of Washington Clean Energy Leadership Council, 2009

Governor Gregoire's Climate Advisory Team, 2007 & 2008

Professional Engineer – Mechanical WA, 1998



## **Sean Penrith**

Executive Director, Earth Advantage, Inc.

Since 2005, Executive Director Sean Penrith and his team have successfully grown Earth Advantage, Inc. into a leading program provider and think tank that devises creative green building, market mechanism, and climate change solutions for the built environment. A native South African, Penrith graduated as an electrical engineer and is currently working towards his MBA in global management. Penrith established a distribution business in Buenos Aires, Argentina. He then started the Green Glass Company in a garage outside of Johannesburg, which grew into an acclaimed, international sustainable glassware manufacturer with three high-speed plants worldwide. Showcasing his patented glass technology at the 2002 World Summit on Sustainable Development in Johannesburg led to Penrith's involvement in sustainable community work. Penrith has been fortunate to work with international community leaders who are pressing to make global change in the social and environmental arenas.

### **PROFESSIONAL EXPERIENCE**

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#### **Energy Trust of Oregon, EPS Pilot Program, Program Director**

Oversee the deployment of the pilot Energy Performance Score program that aims to develop a universal performance metric (i.e., an MPG-style rating) for homes indicating energy use and carbon emission profile.

#### **Northwest Energy Efficiency Alliance (NEEA), ENERGY STAR for New Homes Program, Project Director**

Direct the strategies and initiatives of the outreach team to enroll builders in the ENERGY STAR for New Homes program.

#### **Dept. of Environmental Quality (OR DEQ), Life Cycle Analysis (LCA), Lead Rating Scale Analyst**

LCA-based approach to prioritizing methods of reducing waste from residential building construction and demolition in the state of Oregon. The primary consideration of the project is to identify the total life cycle environmental impact and waste reduction potential of each building practice. The whole-building LCA approach is to fully and quantitatively compare the life cycle environmental impacts of each of the waste reduction measures. In addition to being able to compare measures based on their impact per family-housed and impact per cost, it will add an ability to compare the total impact if implemented state-wide in Oregon.

### **EDUCATION**

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Level II – Advanced GHG Accounting, GHG Information Management Systems, GHG Accounting for Energy Efficiency Projects, GHG Verification for Inventories and Projects, CDM & JI Project Development (online/current), GHG Management Institute

Master of Business Administration/Global Management (online/current), University of Phoenix

Bachelor of Science, Electrical and Electronic Engineering, University of Cape Town, South Africa

National Diploma in Electrical Engineering, Cape Technikon, Cape Town, South Africa

### **PROFESSIONAL AFFILIATIONS**

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Member of Advertising Specialty Institute, Co-Op America, GreenBusiness.net, OECD Green Cluster Committee, DRAC Subcommittee on Green Permitting, Portland Technical Advisory Group, Oregon

Governor's Energy Efficiency Work Group, Portland Community College Sustainable Development Community Advisory Board, Portland Development Commission Sustainable Selection Advisory Committee  
Graduate from Karrass Effective Negotiating 2006; participant in Governor's Future of Energy Summit  
Board member and offset committee chair of The Climate Trust  
Contributor to Offsets Subcommittee of Western Climate Initiative

## **AWARDS**

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Short listed for 2004 Co-Op America Annual Green Business Awards  
Top Green Product Pick in 2004 by Organic Style  
Featured in "South Africa, Alive with Possibility," 2003  
Self-contained mobile glass processing pilot mini-plant featured at UN's 2002 World Summit on Environment and Sustainability, South Africa, and covered in 22 countries  
Recycled Product of the Year at the 2001 UK National Recycling Awards  
Best New Product award at the Chicago Incentive Show, 2001  
Best Small to Medium Enterprise RSA Business of the Year, 1994  
Profiled in "Movers Who Have Soared," in *Cosmopolitan*, 1994  
2009 RESNET Innovation Award for Energy Performance Score (EPS) rating system for homes

## **PUBLICATIONS**

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Authored legislative concept for EPS that resulted in 2009 Senate Bill 79

Keynote speaker at numerous local and national U.S. sustainability and recycling, and carbon mitigation conferences. Presentations: Going Green in Grants Pass; Status, Perception, and Trends of Green Building Nationally and in Oregon; ACCA Oregon Program; Oregon's Proposal for Changing Codes and the Potential Impact on Contractors; Latest Green Building Programs Involving Residential Energy Efficiency; Impact of Energy Rating Score Pilot for Homes; Future Landscape after Carbon Cap-and-Trade Legislation; Green Building Markets and Certification Standards Developments: How to Position Your Project in the Market and Reduce Long-Term Costs; Developing Energy Standards for Small-Scale Developments

Presentation at National Association of State Energy Offices Annual Meeting 2008: Implementing Green Building Strategies

Presentation at Pearl Summer Seminar Series: Shades of Green; Presentation at Green Professional's Conference: The Carbon Market: Oregon as a Global Player in Carbon Trading; Presentation at Green and High Performance Building



**Sue Taoka**  
EVP, ShoreBank Enterprise Cascadia

**PROFESSIONAL EXPERIENCE**

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**Executive Vice President – Shorebank Enterprise Cascadia, Seattle, WA**

July 2008 to present

Responsibilities: Member of the leadership team of a Community Development Financial Institution. Provide leadership and a presence in the urban areas of western Washington and Western Oregon.

**Executive Director - Seattle Chinatown International District Preservation and Development Authority**

June 1994 to June 2008

Responsibilities: Chief executive officer of a community development corporation in the International District. Solely responsible for all aspects of budget development, personnel management, real estate development, property management, board activity, public and community relations and all other administrative duties of the \$11.7 million operations of the organization.. Primarily responsible for the financing of real estate development projects for the organization. Worked extensively with elected officials and public administrators from all levels of government. Maintain and develop relationships with other community organizations, community development corporations and funding bodies. Real Estate projects completed: International District Village Square 1&2 – completed 5/04, Bush Hotel, and New Central rehab - completed 5/08.

**Project Manager - Seattle Chinatown-International District Preservation and Development Authority**

March 1992 to June 1994

Responsibilities: Manage the development of a major anchor community project meeting housing and community development needs of the community in a holistic physical development.

**Deputy Chief of Staff - Office of the Mayor, City of Seattle**

January 1990 to March 1992

Responsibilities: Policy, administrative and fiscal oversight responsibility in the following areas: housing policy; housing development; economic and community development; homelessness; job development; neighborhood planning, programs and development; land use code and policy development and enforcement; construction, development and permitting; parks and recreation including acquisition and development; zoning, building, electrical, mechanical and housing codes; transportation including I-90 completion, rapid transportation corridors, and local street improvements for community development; and library management and development.

**Executive Director - Inter\*Im Community Development Association**

April 1985 to December 1989

Responsibilities: Solely responsible for all aspects of budget development, personnel management, board activity, public and community relations and all other administrative duties. Worked extensively with elected officials and public administrators from all levels of government.

**Land Use and Community Development Specialist - Inter\*Im Community Development Association**

January 1982 to April 1985

Responsibilities: Provided land use and environmental impact analysis on projects policies, codes and plans.



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## **EDUCATION**

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**BS;** University of Colorado, 1972

**JD;** Seattle University, 1983

## **SYNERGISTIC ACTIVITIES**

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**Washington Bar Association – Member**

**National Coalition of Asian Pacific American Community Development – Co Chair**

**A. Stanley Gent**  
President and CEO, Seattle Steam Company

**PROFESSIONAL EXPERIENCE**

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**President and CEO, Seattle Steam Company**

On July 1<sup>st</sup> 2004 I assumed the position of President and CEO of the Seattle Steam Company. The Seattle Steam Co. has been serving the district heating needs for downtown Seattle since 1893. The President and CEO of Seattle Steam is responsible for the overall operations and financial performance of the company. Since joining Seattle Steam in 2004, Gent has been actively involved in Seattle's engineering, building and development communities and is a strong supporter of the city's sustainability initiatives. Under his leadership, Seattle Steam constructed a new biomass boiler that was placed into service in 2009. This conversion to renewable fuel will substantially reduce the company's carbon footprint, as well as that of its customers. In 2009 Seattle Steam was awarded a stimulus grant to develop a 50 MW combined heat and power plant. Gent is a member of the Mayor's Green Building Task Force, the Seattle Chamber of Commerce Board of Trustees, and the Seattle Rotary Environmental Committee.

**President, Comfort Link, Baltimore, MD**

1999 - 2004

A district cooling general partnership with annual revenues of approximately \$10 million. Chilled water, centrally generated, is distributed to high-rise commercial properties in downtown Baltimore requiring an infrastructure of plants, underground pipes in the public way and customer connection equipment. Comfort Link is now the fourth largest District Cooling Company in the nation.

Overall P&L responsibility.

- EBITDA growth by 360%
- Annual revenue growth from \$3,000,000 to \$10,000,000
- Unit production cost reduction of 30%
- Capital cost of new plant reduced by half.
- Negotiated thirty separate 20-year term sales agreements for the provision of chilled water service with a total revenue stream in excess of \$300,000,000.
- Negotiated \$6 million lease for existing, in-ground, conduit system with national IP provider.
- Negotiated with Baltimore City for a 25-year communications franchise for use of the public way.

**Partner – Vice President, PCI Energy Group Inc., Schaumburg, IL**

1997 - 1999

An energy project development company specializing in developing energy projects nationally and internationally. Such projects include the development of combined heat and power generation and district energy projects. Working with major independent power producers and utilities to identify and implement power generation opportunities. Acting as temporary Chief Executive Officer for an existing district cooling business as it goes through start-up business and technical problems.

**Unicom Thermal Technologies Inc., Chicago, IL**

1994-1997

Vice President Engineering and Development, 1995-1997

Director of Operations, 1994-1995

A subsidiary of Unicom Corp., with \$7 billion in annual revenues, provides district cooling service to buildings in downtown Chicago, and partners in similar developments in Boston, Houston and Windsor, Ontario.

Responsible for the development and maintenance of the district energy engineering body of knowledge, its application to day-to-day operations and its use in the analysis of district energy business opportunities.

- Developed the largest district cooling system in the world, consisting of three chilled water production plants (70,000 tons of cooling capacity), ten miles of distribution piping and 38 customers by directing engineering requirements for capital investment program of \$125,000,000.
- Reduced unit cost of production plant from \$1800 to \$1450 per ton by establishing standard designs, engineering standards and specifications.
- Created business plans for capital investment of \$200,000,000 at six other locations.
- Negotiated complex corporate agreements such as Joint Venture Agreements, Memoranda of Understanding, District Energy Supply Agreements, Customer Agreements and Use of the Public Way Agreements associated with investment opportunities valued at more than \$500,000,000.
- Provided general management of Northwind Windsor, \$20,000,000. The capital project was completed, despite force majeure delays, one month ahead of schedule and \$500,000 under budget.
- Developed new concept for design of networked energy distribution systems which ensured the full growth potential of the market place in Chicago, effectively creating a market potential of 220,000 tons and a fixed annual revenue potential of \$40,000,000.
- Reduced operating staff requirements by 50%, an annual saving of \$750,000. By creating a central plant command and control concept of operations which allowed control of multiple plants from one location.
- Increased revenues approximating \$1,000,000 annually by implementing an interruptible service offering which allowed the leasing of the customer's existing equipment and the district cooling system was then able to serve more customers without increased capital cost.

**Edmonton Power, Edmonton, Alberta, Canada**

1979 - 1994

**Director, District Energy Service, 1991 – 1994**

Municipally owned electric utility generating and distribution electricity to the residents of the City of Edmonton.

Managed marketing and engineering efforts of the co-generation based district energy implementation team.

- Prepared business plans and presented to the board of directors (Edmonton City Council) for approval to proceed with \$50,000,000 district energy project.
- Successfully marketed sales of energy services valued at \$10,000,000 annually.
- Lead engineering team in the conversion of 75 MW condensing steam turbine to extraction turbine. Developed first ice based district-cooling system.

## **EDUCATION**

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B. Sc. (Mech. Eng.), University of Belfast, N. Ireland

Registered Professional Engineer, Ontario, Canada



## **Rick Kunkle**

Research Engineer, Washington State University Extension Energy Program

### **SUMMARY**

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Over 20 years applying unique combination of engineering, planning, evaluation, research, and management skills to improve the quality and performance of energy efficiency programs and energy systems. Conducted over 30 program evaluations and research on a range of topics such as commercial building development and operation, commercial office building markets, low-income weatherization, household energy use, demand response, renewable energy technologies, and how markets and consumers adopt and apply energy-efficient technologies and practices.

### **PROFESSIONAL EXPERIENCE**

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#### **Research Engineer, Washington State University Extension Energy Program**

1996-Present

- Conduct research studies on energy markets, technologies and behavior
- Evaluate energy efficiency programs operated by various program implementers
- Provide engineering, economic and policy analysis
- Support development and delivery of WSU Energy Program products and services
- Manage energy information and policy services

#### **Energy Engineer, Program Research and Evaluation Unit, Washington State Energy Office**

1988-1996

- Supported the development and implementation of WSEO programs, such as the Energy Partnership Program
- Evaluated energy programs like the Institutional Buildings Program and the Energy Conservation Report Process for New Schools
- Facilitated strategic planning efforts and the development of performance measures

#### **Research Engineer, Systems Group, Energy International, Inc.**

1984-1988

- Conducted technology assessments on appliances and thermal storage systems
- Applied building energy simulation models to analyze building energy use and energy efficiency options
- Developed energy analysis tools for research projects

### **EDUCATION**

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#### **University of Washington**

Master of Science, Mechanical Engineering, 1984

#### **University of Portland**

Bachelor of Science, Mechanical Engineering, 1983

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## **SYNERGISTIC ACTIVITIES**

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Registered Professional Engineer, State of Washington

Member, American Society of Heating, Refrigerating and Air-Conditioning Engineers

Member, Association of Energy Services Professionals

Marsh Fellowship, University of Washington, 1984

ASME Student Section Outstanding Student Award, University of Portland, 1983

Multnomah School of Engineering Scholarship, University of Portland, 1979-1983

## **Patrick Keegan**

Vice President, Residential Utility Solutions, Ecos  
pkeegan@ecosconsulting.com

Patrick Keegan has spent more than 25 years in the clean energy field. He spent a decade in Washington State, developing and managing energy efficiency programs in the residential, commercial and industrial sectors. In the mid 1990's he was the Vice President and Director of Climate Change Programs at the International Institute for Energy Conservation in Washington, D.C. In 1997 he was hired by the National Renewable Energy Laboratory to support energy and climate change technology initiatives in developing countries. Mr. Keegan became the first Executive Director of the Colorado Energy Science Center in January 2001, which operated energy efficiency and solar programs aimed at students and homeowners. CESC initiated the first Energy Makeover Contest in the country and launched Smart Energy Living magazine, which reaches 100,000 readers per issue. CESC merged with E-Star Colorado to become the Smart Energy Living Alliance just before Mr. Keegan left the organization in 2008 to join Ecos, an energy efficiency and sustainable energy firm located in Portland, Oregon.

### **PROFESSIONAL EXPERIENCE**

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#### **Vice President, Residential Utility Solutions, Ecos**

2008-Present

Oversees all residential building related programs for Ecos, which employ more than 60 staff around the country.

#### **Executive Director , Smart Energy Living Alliance (formerly Colorado Energy Science Center)**

January 2001 to June 2008

Hired as the first Director of CESC, which was formed by the managing partners of the National Renewable Energy Laboratory. Worked with the Board to establish a mission to educate decision makers about energy efficiency and renewable energy and a strategic plan that focused on the residential sector.

- The School Program reached about 10,000 students annually with a set of energy educational activities for grades 3 through 12.
- Developed *Smart Energy Living*®, a large scale cooperative marketing effort. This effort began with a few workshops and grew to a vast reach. *Smart Energy Living*®, a high quality quarterly magazine, reached 100,000 readers per issue with practical information about reducing home energy use. A companion website reaches about 20,000 unique visitors per month. This effort is completely funded by organizations involved in the energy efficiency or solar energy business.
- CESC partnered with Xcel Energy to launch the Energy Makeover Contest in which thousands of homeowners apply to win comprehensive energy efficiency and solar upgrades. The contest has tremendous visibility and has now been replicated around the country.
- Analyzed commercial energy efficiency opportunities for the Metro Denver Economic Development Corporation.

As Executive Director, directed all operations and conducted or directed all fundraising as CESC grew to be the premier nonprofit organization in Colorado on energy efficiency. CESC acquired the assets of E-Star Colorado. A Strategic Plan provided new direction, a new structure and a new name for the merged organization. The new name, Smart Energy Living Alliance, was announced in June. Revenue



for the merged organization is expected to be over \$1 million in 2008, compared to just \$70,000 in CESC's first year of operations in 2001.

**Acting Executive Director, E-Star Colorado**

September 2006 to present

Took over the management of E-Star Colorado, a nonprofit focused on energy efficiency in housing that was facing financial problems. Rescued the organization from insolvency by attracting funding, eliminating debt and completing unfinished obligations. Rejuvenated the largest program, Home Performance with ENERGY STAR, and helped launch a successful annual conference, the ENERGY STAR Summit, which attracted 450 attendees in 2007 and netted a substantial profit. Worked with the Board to complete a merger with CESC.

**Climate Change Project Leader, National Renewable Energy Laboratory**

1997 – 2001

Served as senior staff on the Technology Cooperation Agreement Pilot Project (TCAPP), which facilitated the transfer of clean, climate-friendly energy technology to eight developing countries. Led TCAPP work in Brazil, which included transportation efficiency, rural renewable energy, cogeneration and fuel cells. Participated in a U.S./Brazil process aimed at guiding the development of the Clean Development Mechanism, a carbon trading system. Coordinated a team of ten of NREL's top scientists and researchers on a renewable energy development project in the Philippines. Led a task that produced TCAPP's most important achievement, a policy reform to encourage renewable energy development. Lead author for two major TCAPP reports disseminated at the international climate negotiations. Assisted EPA on a nationwide initiative to encourage energy efficiency in laboratories as a greenhouse gas emission reduction program.

**Director, Climate Change Program, International Institute for Energy Conservation**

1995 - 1997

Attracted funding from EPA and then managed a \$1.6 million, two year international ENERGY STAR Project. Started up and managed a program to support developing country energy efficiency initiatives under the Framework Convention on Climate Change. Supported national level policy teams as they considered energy efficiency programs in their climate action plans; fostered the creation of market transformation energy efficiency programs. Developed and directed an effort to educate the energy efficiency industry about international market opportunities. Delivered presentations at international symposia. Starting with just an idea, attracted more than \$1 million per year in funding, supervised five staff in the Washington office and provided oversight of ten program staff in IIEC's Europe, Africa, Asia and Latin America offices.

**EDUCATION**

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**The Evergreen State College**

Masters in Public Administration, 1985

Thesis topic - state and local economic impacts of building energy standards.

**The Evergreen State College**

Bachelor of Arts, 1982 focus area energy and economics

## **Matt Houghton**

Workforce Development Manager, Office of Economic Development, City of Seattle

I am the Workforce Development Manager in the Office of Economic Development, which is an Executive Department in the City of Seattle. My job is tasked with figuring out two human resource issues at the same time – how to meet the skill demands of high growth industries, and how might that demand be filled with an unskilled labor pool? Workforce Development is one of a suite of services our office offers to targeted sectors. My job is to facilitate partnerships with stakeholders who are involved in training and employing folks for these sectors. Typically these stakeholders are employers or trade groups, education institutions, (usually apprenticeships and community colleges), and Community Based organizations that provide resources for entry-level workers.

In the Energy Efficiency (EE) Sector, I facilitated the development and implementation of an Industry Skill panel called the Northwest Energy Efficiency Opportunities Project. This panel is chaired and represented by mostly commercial and some Residential EE firms. Outcomes of this project include mapping existing training capacity in our region in EE ( there is no comprehensive training map of who teaches what, and which industry certificates are being offered where), identifying skills gaps in this sector, and developing curriculum that addresses this gap.

### **EDUCATION AND TRAINING**

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**University of Montana**  
BA Zoology, 1984

**University of Montana**  
MA Counseling, 1994

**Aspen Institute**  
Sector Skills Academy, 2006

### **PROFESSIONAL EXPERIENCE**

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**Workforce Development Manager, Office of Economic Development, City of Seattle**  
7/08-present

**Project manager, Automotive Service Training Project, Shoreline Community College**  
7/05-7/08

- Developed and Piloted Automotive service training program for ABE and ESL students
- Dept. of labor Honorable mention, Recognition of Excellence 2007
- Governor's Award for Workforce Best Practices 2007

**Faculty, Shoreline Community College**  
7/00-7/05

- Received the Crystal Star Program Award of Excellence in Dropout Recovery, Intervention and Prevention, 2004

**Program manager, YouthCare's Orion Center**

7/97-12/00

- Manage all aspects of multi-service one-stop center for runaway and homeless youth (30 staff)
- Established first nationally accredited adventure-based therapy program for homeless youth

**Education Administrator, Department of Education Yap State, Federated States of Micronesia**

8/94-2/97

- Developed intervention for at-risk youth, administered college scholarship program, established acculturation and re-entry curriculum and services.

**SYNERGISTIC ACTIVITIES**

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**Founding Participant, SkillUp Washington, Seattle**

2008-present

A National Fund for Workforce Solutions funded project, SkillUp is a collaborative of public, private, and philanthropic funders of adult workforce education and training who have joined together to address these economic needs by increasing the number and rate at which people complete postsecondary education and training that has value to employers.

**Sector Academy, The Aspen institute**

2006

The Academy provides emerging leaders with an opportunity for experiential learning with practical applications for present and future work in the sector field.

The Academy helps senior managers of organizations using a sector approach to strengthen the organizational capacity of their institutions to achieve lasting sectoral change.



**Marc Daudon**  
Principal, Cascadia Consulting Group

Principal and co-founder of Cascadia Consulting Group, has 25 years of environmental consulting experience, with expertise in sustainable development, resource conservation, recycling, waste minimization, toxics reduction, program development and implementation, market assessment, economic analysis, and evaluation. Marc has managed complex projects involving research, policy analysis, consensus building and strategy development, and has directed many of Cascadia's large, high-profile projects including the Washington Department of Ecology's Beyond Waste study, Seattle Public Utilities' Resource Venture Program, and the Governor's Sustainability Advisory Panel. With a Masters in Management specializing in finance and economics, Marc brings a private sector approach to solving problems and capitalizing on opportunities to simultaneously meet environmental and economic objectives. Marc has conducted numerous assessments and feasibility studies to determine the viability of business ventures that accomplish environmental goals. These include studies to evaluate markets for recycled commodities, business plans for renewable energy ventures, and feasibility analyses of material recovery operations. As one component of these projects, Marc has prepared pro-forma cash flow projections, determines net present value of investment options, and prepares capitalization plans for business ventures.

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**PROJECT HIGHLIGHTS**

**Climate Change Note for Proposed Legislation, Seattle, 2009**

Oversaw development of proposed options for integrating climate change concerns throughout the City's legislative decision-making process. Researched and proposed methods to evaluate climate impacts of City Council proposals, including capital projects and policy changes. Evaluated methods on costs to develop and implement, clarity, and accuracy and presented recommendations to the City.

**Climate Change Comprehensive Plan, Washington State Department of Ecology, 2008-2009**

Served as Principal-in-Charge on this project to work closely with the Department of Ecology and other agencies to manage production of Washington State's 2008 comprehensive plan on climate change for the Governor and Legislature.

**Resource Venture, Seattle Public Utilities, 2006-2009**

Manages this \$2 million program, which provides outreach, education, and technical assistance to Seattle businesses to help those businesses conserve resources, reduce or prevent pollution, and become more sustainable. The program provides both general outreach services to all businesses and customized assistance to targeted businesses to achieve tangible resource conservation savings. Services are offered in five areas: 1) recycling, 2) waste prevention, 3) water conservation, 4) stormwater pollution prevention, and 5) sustainable building. In addition to these core elements, the program includes a management and integrated services component, communications and marketing, and evaluation and monitoring.

**Carbon Footprint Calculator, Seattle Climate Partnership, 2007-2008**

Served as Principal-in-Charge on the development of a carbon footprint calculator for the Seattle Climate Partnership, offering a robust yet user-friendly tool to help organizations benchmark and reduce emissions. Customized for the Seattle region, the tool focuses on the four core business activities that tend to have the greatest impact regionally: transportation, energy use, materials purchasing, and waste

generation. In 2008, oversaw a follow-on contract to lead the development of new enhancements to the carbon footprint calculator including year-to-year tracking, supply chain, and action planning capabilities.

**Climate Change Policy Initiatives, Seattle City Council, 2007-2008**

Served as principal-in-charge of this effort to recommend a legislative agenda for the Council to address climate change.

**Carbon Footprint Calculator for Government Institutions, Washington Department of Ecology, 2008**

After a thorough review of the available calculators, the State of Washington asked Cascadia to adapt its business Carbon Footprint Calculator for use by government institutions. Served as overall Principal-in-Charge on this work to develop and pilot a new calculator for use by Ecology and CTED.

**Biodiversity Valuation Report, Office of Rwandan Tourism and National Parks, 2007**

Conducted a Valuation Study for Rwanda's Akagera Park for the Wildlife Conservation Society and the Rwandan Office of Recreation, Tourism, Parks and Nature. Provided analysis and data that would inform the Government of Rwanda's negotiations around a public-private partnership to operate and manage the park under a 99 year lease agreement.

**Biodiversity Conservation Strategy, Interagency Committee for Outdoor Recreation and Washington Biodiversity Council, 2006-2007**

Directed this project to develop a 30-year strategy for biodiversity conservation in Washington. Initial work on the project included an assessment of the current institutions and organizations that influence biodiversity conservation, research into existing socioeconomic trends and public perceptions, and a detailed analysis of the issues and opportunities facing biodiversity in Washington. Subsequent work included facilitating a series of stakeholder meetings throughout the state and the creation of a 30-year strategy report. In this project, Cascadia built on its successful strategic planning and natural resource management track record to create a longer-term, dynamic, and action-oriented program for biodiversity conservation and recovery in Washington State.

**Beyond Waste Commercial Incentives and Tool Development, Washington State Department of Ecology, 2006-2007**

Project manager leading Ecology's effort to implement the State's Beyond Waste Plan through the development of programs and tools for businesses, non-profits, governments, and citizens. The goal is to transform current actions into sustainable practices that reduce waste and toxics, prevent pollution and increase use of secondary or recycled materials. Oversees redesign of the HWTR Program website to effectively engage target audience(s), developing a suite of financial, recognition, regulatory, and other incentives to encourage sustainable practices and environmental performance; Oversees expanding the environmentally preferable purchasing of state agencies, local governments and Washington businesses and organizations.

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**EDUCATION**

**Yale School of Organization and Management**  
M.A., Public and Private Management

**Bowdoin College**  
B.A., Government and Legal Studies



**Ken Takahashi**  
City of Seattle – Office of Economic Development  
700 Fifth Avenue, Suite 5752,  
PO Box 94708, Seattle, WA 98124  
ken.takahashi@seattle.gov  
(206) 684-8378

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## PROFESSIONAL EXPERIENCE

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**Business Development Finance Manager, City of Seattle – Office of Economic Development**  
2001-Present

**Real Estate Attorney, Stoel Rives LLP, Seattle, WA**  
2000-2001

**Real Estate Attorney, Rothgerber Johnson & Lyons LLP, Denver, CO**  
1998-2000

**U.S. District Court, St. Louis, MO**  
1995-1998

- Law Clerk for U.S. District Judge Carol Jackson (1996-1998)
- Law Clerk for U.S. Magistrate Judge Terry Adelman (1995-1996)

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## SKILLS

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**Economic Development Finance:** Establishment of City's small business loan program in partnership with CDFI Grow America Fund; Establishment of City's Seattle Investment Fund LLC, an entity that recently obtained allocation of federal New Markets Tax Credits; Management of City's HUD economic development financing programs including Section 108 loans, Community Development Block Grant Float loans and Brownfields Economic Development Initiative grants; Management of tax exempt bond programs for City's Industrial Development Corporation and Recovery Zone Facility Bonds; Experience in structuring multi-layered financing with private conventional debt, HUD loans and grants, New Markets Tax Credits and Historic tax credits; Experience in all phases of loan origination, underwriting, closing, federal regulatory compliance and asset management.

**Business and Community Development:** Small business attraction and retention technical assistance; Community based economic and housing development strategies.

**Planning:** Public policy development in broad range of strategies to revitalize low-income communities, including business attraction and retention in neighborhood commercial districts, transit oriented development, and commercial/ retail and mixed-income housing development.

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## EDUCATION

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**Washington University School of Law (St. Louis, MO), J.D., 1995**  
**University of Rochester (Rochester, NY), B.A., 1991**



**Julie Colehour**  
Partner, Colehour+Cohen

Julie Colehour believes that individual actions can change the world. She is an expert in integrated marketing campaigns and social marketing. These campaigns use research, advertising, web outreach, media relations and partnerships to encourage consumers to recycle, use water efficiently, look for the ENERGY STAR label, buy organics and get out of single-vehicle occupancy commuting. She holds bachelors degrees from the University of Washington in Business Administration and Environmental Studies and is the co-author of The Environmental Marketing Imperative (Probus Publishing, 1994). Julie has earned five Silver Anvils from the Public Relations Society of America. In 2001 she was named one of *The Puget Sound Business Journal's* 40 under 40 young outstanding executives.

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**Selected Project Experience: Social Marketing Campaigns**

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**WaterSense Marketing Strategy, Planning and Implementation.** Serve as project manager for WaterSense media activities. Planning activities have included conducting a half-day planning session to create a brand framework, creating the WaterSense brand platform, supervising the implementation of ten focus groups across the country to test name options and messages for the program. Implementation activities have included coordination of media outreach activities, creation of a viral educational tool, production and placement of a series of PSAs and conducting media trainings for spokespeople.

**ENERGY STAR Strategy, Branding and Outreach.** Led the team at the ad agency that was hired by EPA to create and implement the launch of the ENERGY STAR brand, raise awareness about the label and gain support from manufacturers, retailers and utilities. Co-authored the original marketing plan for the launch of the brand and supervised the media relations, PSA placement and corporate partnership efforts. At the end of the 18 months, the ENERGY STAR label had achieved 28% national awareness. Continues to support ENERGY STAR with planning and media relations outreach activities.

**Project Manager, Natural Lawn Care.** Worked as the project manager for a coalition of government agencies to convince residents to begin caring for their lawns more naturally. Work included the creation of "Bert the Salmon", a spokes-fish for natural lawn care, who was able to educate residents in a humorous, non-guilt-ridden way about the benefits of natural lawn care. TV and radio ads featuring Bert as well as supporting collateral materials were used to deliver the message. At the end of the five year long campaign, more than 150,000 households in the Puget Sound region had adopted Natural Lawn Care behaviors.

**King County Recycling Education Campaign.** Julie Colehour is leading the team for King County's "Recycle More. It's Easy to Do" campaign. The campaign has included media events with King County "Garbologist" Tom Watson and "Project Driveway", a traveling exhibit of twenty-five 96-gallon recycling carts artistically made-over by local organizations including Starbucks, the Seahawks and Special Olympics. To reach commercial businesses, the team created King County's "Best Workplaces for Recycling" list awarding organizations for their innovative recycling efforts. To encourage residents to begin recycling food scraps in yard waste carts, the team created radio promotions, formed retail partnerships, and produced three award-winning television advertisements.

**Project Manager, 1% Water Conservation.** Acted as project manager for Seattle Public Utilities and a group of local water utilities to help create a regional water conservation program that would get residents to reduce their water consumption by 1% a year for 10 years in order to help offset growth and manage demand for water in the region. Julie worked with the client to help integrate a number of regional campaigns into one region-wide campaign and brand. This included creating a new campaign that included a new logo, TV advertisements, print advertisements, newspapers inserts, collateral materials and media relations activities.

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## **PROFESSIONAL EXPERIENCE**

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**Partner, Colehour+Cohen**

July 2005 – Present

**Co-President, PRR, Inc.**

Sept. 1999 - July 2005

**Senior Vice President/Managing Director, DDB**

Oct. 1996 - Sept. 1999

**Account Supervisor, Elgin Syferd**

Jan. 1992 - Oct. 1996

## **EDUCATION**

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**University of Washington**

B.A. Business Administration (Marketing)

B.A. Environmental Studies



## **John C. MacLean**

President, Energy Efficiency Finance Corp, Olympia, WA  
jmaclean@eefinance.net

John MacLean is an investment banker and development finance expert specializing in project finance, municipal finance and equipment leasing for energy and environmental projects, with a focus on energy efficiency. Mr. MacLean has 26 years commercial finance experience structuring, negotiating and placing transactions, mainly for senior debt, and also for municipal bond, leasing, factoring, subordinated debt, guarantee, project equity and corporate equity transactions. Mr. MacLean has worked as an independent financial advisor since 1989. His clients have included commercial and development financial institutions, energy services companies, project developers, large energy users, utilities, public agencies and state and local governments on project development, procurement and finance assignments. During the last thirteen years he has worked internationally with the International Finance Corporation, the World Bank, Asian Development Bank, UN Environment Program and other development agencies, to develop and implement energy efficiency and renewable energy financing programs and transactions in over 20 emerging market countries including Mexico, Poland, Hungary, Ukraine, Egypt, Ghana, India, China, Thailand, Vietnam, the Philippines and South Africa. From 1992-94, Mr. MacLean served as President of Energy Efficiency Capital Corporation (EEC) which provided project financing for energy efficiency companies in the US using a variety of financing structures. At EEC, Mr. MacLean had lead responsibility for business planning, underwriting procedures, marketing, and structuring transactions.

### **EDUCATION AND TRAINING**

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Mr. MacLean received his B.A. in Economics from Yale University in 1980 and has done graduate work in development economics and public finance at Northeastern University.

### **ACADEMIC POSITIONS**

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From 1992-97, Mr. MacLean was an adjunct faculty member at Antioch New England Graduate School in Keene, NH and Seattle, WA teaching courses in macro and sustainable economics, and currently (2008 to present) teaches sustainable economics and political economy at Evergreen State College (Olympia, WA). In 2010, Mr. MacLean will be a team teacher on sustainable economics at Bainbridge Graduate Institute, Bainbridge Island, Washington.

### **PROFESSIONAL EXPERIENCE**

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Mr. MacLean is founder and President of Energy Efficiency Finance Corp., since 1999. Prior, from 1992-93, Mr. MacLean was President of Energy Efficiency Capital Corp., (New York City and Brattleboro, Vermont), an investment fund specializing in financing EE projects in the USA. From 1990 through 1992, Mr. MacLean was Managing Director of Catalyst Financial Group (Brattleboro, VT). From 1983 through 1989, Mr. MacLean worked as an investment banker in municipal finance with Oppenheimer & Co., Inc. and Homans McGraw (Boston, MA) and Eden Hannon & Company (Alexandria, VA) originating tax-exempt lease, revenue bond and industrial development bond transactions. From 1981 to 1982, Mr. MacLean's worked as a consultant focusing on research, publishing and lecturing on energy project financing methods and preparing and implementing energy project development, procurement and finance plans for institutional sector clients.



**Current EE Development Finance Assignments.** Current (2009) US domestic EE development finance assignments Mr. MacLean is responsible for include the following.

- Serving as financial advisor to major mechanical/HVAC contracting firm (MacDonald-Miller Facilities Solutions, Inc.) to set up EE finance programs and a new EE project finance company. First program is a partnership with the Washington Housing Finance Commission establishing a \$10 million financing facility for 501c3 (private non-profit) and low income multi-family housing EE projects. Second program is a partnership with Seattle Steam Company (SSC) to provide turnkey development, implementation and financing of an initial EE project portfolio of \$20 million with SSC customers, with finance payments collected on the steam bill.
- Serving as financial advisor to the State of Colorado Governor's Energy Office to design and set up an EE/RE project investment fund that will leverage financing from local financial institutions
- Serving as financial advisor to utilities in Illinois (ComEd, Ameren, People's Gas) to design a residential and commercial sector EE project "on-bill" financing program. Work includes program design, finance structuring, supporting utilities' application to the Illinois Commerce Commission, and preparation of a financial institution request for proposal.
- Serving as financial advisor to several local governments and non-profit EE organizations in Washington State to set up residential and commercial sector EE finance programs with local financial institutions supported by federal ARRA funds and using a loan loss reserve structure. Clients include: City of Bellingham, Whatcom County, SustainableWorks working in Spokane, King and Pierce Counties, Sustainable Connections, Thurston Economic Development Council.

**Recent EE Development Finance Assignments.** Recent EE development finance assignments (both US and international) Mr. MacLean has completed include the following.

- Served as financial advisor to State of Washington Department of Community Trade and Economic Development (CTED) to assess and recommend EE and small scale RE finance programs which the State can undertake. Work included strategy on uses of and ways to leverage commercial finance with federal EE stimulus funds and advising on and drafting legislation. (2008-9)
- Prepared report for KfW Entwicklungsbank (German development bank) on mainstreaming finance for energy efficiency and small scale renewable projects, addressing both development financial institutions and commercial financial institutions. (2008)
- Contributed to report on public finance mechanisms for climate mitigation investment for United Nations Environment Program (UNEP) for submittal to the UN Framework Convention on Climate Change (UNFCCC) Secretariat. (2008)
- Served as financial advisor to International Finance Corporation (2004 to present) on development of an EE project development and finance program in China, with support from the Global Environment Facility. Work included: (i) market research, program design and preparation of GEF and other bi-lateral donor grant proposals totaling \$19.5 million; (ii) structuring an energy equipment loan mechanism with selected Chinese banks, and structuring a related IFC risk sharing facility to support bank lending; (iii) development of program business plan; (iv) development of program agreements, and (v) development of program start-up plans and training of staff and program partners. Program operating successfully and completed over \$600 million in transactions.

**Jim McDevitt**  
Unified Grocers, Inc  
jmcdevitt@unifiedgrocers.com

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## **PROFESSIONAL EXPERIENCE**

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**Seattle Sales Manager, Sale and Service, Unified Grocers, Inc**

2007 to Current

Responsible for Unified Seattle sales of Products and Services to Independent Owner/Operators in Washington. Sales and Service Group is the primary contact between Retail Owners and Unified Grocers.

**Business Development Manager, Unified Grocers, Inc**

2004 to 2007

Responsible for developing new business for Unified Grocers and developing relationships between Unified Grocers and Associated Grocers' Seattle Retailers.

**Owner/Operator, Alki Market, Seattle WA**

1999 to 2004

**Food Industry Consultant, Team Two Thousand, Lawrenceville, Georgia**

1997 to 1999

**Director of Perishables, Thrifty Foods, Burlington WA**

1995 to 1997

**Director of Sale and Marketing, Olson's Food Stores, Inc., Lynnwood WA**

1993 to 1995

**Associated Grocers, Inc., Seattle, WA**

1987 to 1993

**Director of Business Development**

1991 to 1993

**General Manager, Market Food Service.**

1989 to 1991

**Tradewell Stores, Inc., Seattle, WA**

1972 to 1987

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## **EDUCATION**

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**University of Southern California**

MBA Marketing

**University of Washington**

B. S. Cellular Biology

**Jacob C. Fey**

Director, Washington State University Extension Energy Program

**PROFESSIONAL EXPERIENCE**

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**Director, Washington State University Extension Energy Program**

2001-Present

- Set direction to achieve WSU Extension Energy Program vision – a national leader and catalyst for creating powerful energy solutions – and lead the organization
- Build, strengthen and diversify key funder, political and other stakeholder relationships
- Heighten visibility of WSU Extension Energy Program within the energy community
- Expand business relationships nationally and internationally
- Run U.S. Department of Energy's Energy Efficiency/Renewable Energy Information Center
- Lead WSU Extension Energy Program's business development activities
- Strengthen awareness within state government, including the Washington State Legislature
- Streamline fiscal operations and enhance/retain staff expertise

**Energy Conservation Manager/Energy Services Manager, Tacoma Power**

1988-2001

- Oversaw comprehensive conservation program for new/existing residential, commercial and industrial facilities resulting in acquisition of 40 average megawatts at a cost of \$120 million
- Negotiated/managed contracts with Bonneville Power Administration, including one at Fort Lewis to implement one of the Pacific Northwest's largest energy conservation projects
- Facilitated Tacoma Power's strategic planning effort and action plan
- Mobilized energy services and Tacoma Power staff to respond to energy crisis of 2000-2001
- Managed over 50 technical/professional staff with annual operating budget of \$10 million
- Collaborated in creation and direction of Northwest Energy Efficiency Alliance
- Co-chaired city government business improvement executive team

**Energy Conservation Manager, City of Tacoma**

1980-1988

**Energy Conservation Supervisor, Washington State Energy Office**

1976-1980

**Fuel Allocation Officer/Washington State Department of Emergency Services**

1973-1976

**EDUCATION**

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**University of Puget Sound**

Master of Public Administration (Organizational Management)

**University of Washington**

Bachelor of Arts (Political Science)



## **SYNERGISTIC ACTIVITIES**

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- Member, Tacoma City Council
- Chair, Tacoma City Council Environment and Public Works Committee
- Past Chair, Tacoma Public Utility Board
- Member, Washington State Governor's Climate Action Team
- Board Member, Puget Sound Clean Air Agency
- Vice Chair, Puget Sound Regional Council Transportation Policy Board
- Member, National League of Cities – Energy, Environment & Natural Resources Steering Committee
- Co-Chair, Puget Sound Clean Air Agency Task Force on Climate Change
- Past President, First Place for Children
- Member, Assn. of State Energy Research & Technology Transfer Institutions Executive Committee
- Executive Committee Member, Pierce County Boys and Girls Club
- Advisory Committee Member, American Heart Association
- Member, Rotary Club #8
- Member, Puget Sound Regional Council Transportation Policy Board
- Member, U.S. DOE Regional Bioenergy Program Steering/Washington State Energy Strategy/Northwest Power Planning Council Conservation Resource Advisory Committees

**David Bangs**  
Home Performance Washington  
4314 193rd Ave. S.E. Issaquah, WA 98027  
david@energyfriendly.com

## **PROFESSIONAL EXPERIENCE**

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### **Managing Member, Energy Friendly Ventures**

2007 -present

EFV promotes a resource efficient world through investment and business development. As a member of the Northwest Energy Angels and several VC funds, David focuses on early stage growth companies with a current emphasis on residential energy efficiency products and services, especially within the Home Performance industry. In 2007, David led two investment rounds in Farm Power Northwest, recruiting approximately \$500,000 of private investment, thus providing matching funds required for federal and state grants.

### **Founder and President, Home Performance Washington**

2009-present

Home Performance Washington is a membership organization which brings together residential energy professionals and service providers, conservation programs, educational institutions and other stakeholders to fight climate change and foster economic development by enabling a highly effective whole-house energy retrofit industry in Washington State.

### **Founding Board Member and National Best Practices Chair, Efficiency First**

2009-present

Efficiency First is a national nonprofit trade association that unites the Home Performance workforce, building product manufacturers and related businesses and organizations in the escalating fight against global warming and rising energy costs. Efficiency First represents its members in public policy discussions at the state and national levels, to promote the benefits of efficiency retrofitting and to help our industry grow to meet unprecedented demand for quality residential energy improvements. Efficiency First members now include 563 companies and organizations located in all 50 states.

### **President, Energy Friendly Services**

2008

Performed pilot energy audits and retrofit services in Seattle area as research into the viability of home performance services. Concluded that local utility and government policies favored piecemeal installation of products and inadvertently worked against integrated whole house services. Industry development and policy work would be necessary in order to achieve large scale increases in achievable energy efficiency gains.

**1999-2007 - Community Volunteer**, serving on boards, commissions and aiding the advancing non-profit groups through technical assistance and web site development and project leadership. Groups have included Municipal League of King County, Northwest Energy Coalition, Social Venture Partners, City of Issaquah, Issaquah Historical Society, South Lake Sammamish Association, and Kiwanis Club of Issaquah.

**Investor and Advisory Board Member, FileOnQ Inc.**

1999-2002

As an active investor and advisor in FileOnQ, David served as acting Chief Technology Officer to set a new technical direction and hire a new development staff. (fileonq.com)

**Microsoft Corporation, Redmond, WA Various Positions**

1986-1998

1998 – Group Program Manager, Windows Update (Systems Division)

1993-1997 – Development Manager, then Group Development Manager (Consumer Division)

1986-1993 – Microsoft Word, Software Design Engineer, Tech Lead and Team Lead.

**EDUCATION**

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**Bainbridge Graduate Institute, Bainbridge, WA,**

2005-2008, Master of Business Administration

**University of Washington, Seattle, WA**

1982-1986, BS Electrical Engineering

**Bothell High School, Bothell, WA**

1978-1982

**SYNERGISTIC ACTIVITIES**

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2009 Founder and President, Home Performance Washington  
(homeperformancewashington.org)

2009 Board Member and National Best Practices Chair, Efficiency First (efficiencyfirst.org)

2007-2008 Lead Investor, Farm Power Northwest (farmpower.com)

2007-2008 Co-Author of Green Home Lighting Guide, published by local utilities and agencies.

2007 Member, Issaquah Economic Vitality Task Force

2005-2009 Board Member, Northwest Energy Coalition (www.nwenergy.org)

2005 Chair, Issaquah Kiwanis Environmental Committee

2005 Led annexation campaign, achieving 89% voter approval for 4000 citizens to join Issaquah, WA

2002-2009 Founder and President, South Lake Sammamish Association (alliance of 12 neighborhoods)

2004 Graduate, "Master Home Environmentalist" program, American Lung Association

2004 Board Member, Kiwanis Club of Issaquah

2003-2004 Member, City of Issaquah Annexation Advisory Task Force

2003-2004 Member, Social Venture Partners Environmental Grant Committee

2002 Graduate, "Leadership Tomorrow" program, Seattle Chamber of Commerce

2001 Volunteer of the Year, Issaquah Historical Society,

2000-2001 President, Issaquah Historical Society (and board member through 2003)

1999-2001 Trustee, Municipal League of King County

1999-2001 President, South Cove Homeowners Association (and board member through 2004)

1998 "Achievement Award" for long-term high-level contributions at Microsoft.



## **David J. Trovato**

Senior Project Manager, Seattle Jobs Initiative

### **SUMMARY**

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Six years experience in the areas of labor, community, and economy

Eight years experience in public speaking, group facilitation, and case management

### **PROFESSIONAL EXPERIENCE**

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#### **Senior Project Manager, Seattle Jobs Initiative**

04/09 – present

- Manage individual grants and projects around youth and green initiatives; monitor project outcomes and status reports; conduct a variety of research and reports for city agencies
- Act as primary liaison between CBO's, community colleges, employers, and unions; develop and map opportunities for low-income adults; assist city in drafting "high road" workforce policies

#### **Investigator, U.S. Dept. of Labor**

04/07 – 01/09

- Responsible for understanding and enforcing the Labor-Management Reporting and Disclosure Act, resulting in the successful completion of a high volume of criminal and civil investigations
- Developed strong relationships with members of the labor community, audited union records, conducted interviews, issued subpoenas, assisted with the management of union elections, cooperated with both the Assistant U.S. Attorney's Office and the Dept. of Labor Solicitor

#### **Program Manager, California Workforce Association**

05/05 – 03/07

- Provided professional assistance to non-profits, private businesses, and all levels of government in understanding the implications of workforce policies; facilitated the sharing of best practices
- Assisted with all aspects of planning, coordinating, and executing three annual state-wide conferences with an average of 300-500 attendees, addressing youth, policy, and leadership issues

#### **Program Coordinator, Mission Hiring Hall**

10/02 – 05/05

- Coordinated workforce development and hiring projects for businesses located in redevelopment areas including Four Seasons, Marriott, Sony Metreon, Whole Foods, Safeway, and Westfield
- Researched labor market information to develop, coordinate, and implement sector-specific training programs resulting in the employment of several hundred low-income residents
- Conducted classes in ESL, job readiness, cultural diversity, and customer service; managed the Youth Workforce Investment Act program with an annual budget of more than \$100,000

### **EDUCATION**

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#### **San Francisco State University**

09/04 – 08/06

Master of Public Administration (M.P.A), Workforce and Economic Development

Honors: Pi Alpha Alpha National Honor Society; Dean's List; 3.8 GPA

**Harvard University**

11/05

Executive Leadership Program: Driving Effective Government Performance

**Hamilton College**

09/98 – 05/02

Bachelor of Arts (B.A.), Psychology and Cross-Cultural Communication Studies (minor)

Completed courses in Greek language, history, and culture in Athens, Greece (2001)

Honors: Pentagon Senior Honor Society, DePuey Award for Campus Service, Dixon-Comstock Scholarship for Community Leadership, D&T Sophomore Honor Society

**SYNERGISTIC ACTIVITIES**

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**Chair / Treasurer, SF Youth Employment Coalition**

01/03 – 03/07

Coordinated city employment events and training; facilitated discussions about city policies; managed the organization's budget and finances; handled all checks payable and receivable

**Outdoor Educator, Adirondack Adventure**

08/98 – 09/02 (seasonal)

Led groups on week-long hiking, kayaking, and canoeing excursions; monitored ropes course; taught and promoted proper outdoor etiquette, responsibility, team-building, and safety skills

**Chuck Depew**  
Director, National Development Council  
1218 Third Avenue, Suite 1403, Seattle, WA 98101

## **PROFESSIONAL EXPERIENCE**

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### **Director, National Development Council**

September 1999 to Present

Provide financial underwriting, project as well as program development services to government, foundation and other non-profit agencies related to community economic development projects.

Specific areas of work included:

- Established an \$8 million small business loan fund for Seattle and King County
- Provide financial underwriting services for the Kitsap County Consolidated Housing Authority and the balance (\$34 million) NMTC allocation.
- Provide financial advising services for New markets Tax Credit investments including the Boys and Girls Club of King County, Central Area Development Association, Puget Sound Educational Services District, FareStart and NW Harvest.
- Program development and financial modeling for the establishment of a \$50 million community development investment fund. Work included creation of loan products, initial financial underwriting and creation of a financial model for the organization for their initial 8 year operating period.
- Established an annual \$3.5 million short-term development loan fund for Snohomish County, Washington's nonprofit housing development efforts.
- Established a \$7 million community development fund for the low-income Mountain View neighborhood in Anchorage, Alaska.
- Managed public investments for a mixed income affordable housing development in Jackson Hole, Wyoming.
- Managed financial underwriting for new markets investments in Casper, Wyoming; a affordable housing artist live/work and commercial project and community center in Salt Lake City, Utah; as well as an investment with a community land trust in Anchorage, Alaska for site acquisition. Investments exceed \$15 million.

Additionally responsible for project development and finance assistance to Satsop, Washington; Everett, Washington; throughout the State of Wyoming and separately in Jackson Hole, Wyoming; and to Anchorage, Alaska.

Other responsibilities include teaching commercial and housing real estate finance in the National Development Council's leading finance training certification program, as well as bank-sponsored community development finance courses for non-profit agencies.

### **Deputy Director, Office of the Executive, Office of Economic Development, City of Seattle**

January 1992 to September 1999

Managed the full range of community economic development activities funded through the Office of Economic Development including the supervision of approximately 15 - 18 professional and administrative staff focused on community, industrial, business, and downtown development.

Directly responsible for private and intergovernmental redevelopment projects such as the Pacific Place



project; "brownfields" efforts; real estate financing related to the acquisition of the Fred Hutchinson Cancer Research Center; financial and project support totaling \$15 million for neighborhood retail and mixed use housing developments in Seattle inner city neighborhoods. Other duties included representing the City in a multi-million dollar foundation-led effort to fund inner city development activities (became the Seattle Community Development Collaborative), managing \$5 million in annual economic development funding, \$15 million in short-term as well as \$54 million in long-term real estate financing.

Functions further included policy and project development, presentations / briefings of the Mayor's Office and City Council, managing legal work, community reviews, administering contracts and reports required to meet state and federal funding guidelines, legal requirements, in addition to executive / legislative reviews.

## **EDUCATION**

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### **University of California, Santa Cruz**

Bachelor of Arts, Environmental Planning, 1982

### **University of Washington**

Masters in Urban Planning, 1993

### **University of Washington Extension**

Certificate in Commercial Real Estate Development, 1990

### **National Development Council**

Certified Economic Development Finance Professional, 1995

Certified Housing Development Professional, 1998

## **SYNERGISTIC ACTIVITIES**

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Member, American Planning Association (APA)

Member, National Association of Housing Rehabilitation Officials (NAHRO)

Member, Urban Land Institute (ULI)

## **Brad Kahn**

Senior Vice President, Pyramid Communications  
bkahn@pyramidcommunications.com

### **PROFESSIONAL EXPERIENCE**

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#### **Senior Vice President, Pyramid Communications**

1999-present

Brad focuses on conservation, transportation and urban growth issues at Pyramid, from promoting walkable neighborhoods to creating the next generation of environmental stewards. He specializes in developing strategies to reach people and messages to break through the daily clutter. Over the years, Brad has facilitated focus groups, managed special events and pitched reporters on behalf of clients. Some of his current and past work includes outreach for Woodland Park Zoo, demographic research for The Nature Conservancy and a campaign support for the Cascade Land Conservancy.

#### **RECENT MAJOR PROJECTS**

- Woodland Park Zoo, communications strategy and outreach, June 2008 – present
- Cascade Land Conservancy, campaign strategy, graphic design and outreach – Jan 2008 – present
- City of Seattle, Climate Action Now, website design, materials design, message development – Jan 2007 - present
- Robert Wood Johnson Foundation, produced and implemented a strategic plan, conducted media relations and managed development of an interactive website, Jan 2001 – July 2006
- Trust for Public Land, conducted media relations, Nov 1999 – Dec 2007
- Certified Forest Products Council, developed and implemented communications strategy, Dec 1999 – Dec 2005
- The Nature Conservancy, implemented an outreach strategy, Jan 2004 – July 2006
- Sierra Club, created a fundraising and outreach film, Jan 2002 – Dec 2002
- U.S. Small Business Administration, managed National Small Business Week, Dec 1999 – Dec 2000

#### **Communications Associate, Save Our Wild Salmon**

Seattle, WA 1999

#### **Consultant, High Country Citizens Alliance**

Crested Butte, Colo., 1998

#### **Researcher, Northern Rockies Conservation Cooperative**

Jackson, WY 1998

### **EDUCATION**

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#### **Brown University**

Bachelor of Arts in Economics

**Yale University School of Forestry and Environmental Studies**  
**M.E.S.**

**SYNERGISTIC ACTIVITIES**

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Community trustee and board member, Cascade Land Conservancy  
Past board member, Allied Arts of Seattle  
Past board member, Friends of the Northwest Avalanche Center



## **Ann Grodnik**

Assistant Vice President, Seattle-Northwest Securities

Public finance professional focused on low-cost and scalable municipal and utility finance mechanisms for energy efficiency retrofits to existing buildings.

### **PROFESSIONAL EXPERIENCE**

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#### **Seattle-Northwest Securities, Assistant Vice President**

2006 – Present

- Lead and collaborate on financial advisory and municipal bond underwriting services in the Northwest energy sector, serving clients like Seattle City Light, King County, the Confederated Tribes of the Warm Springs Reservation, the Southeast Alaska Power Agency and utilities throughout the region.
- Provide strategic and financial analysis to renewable energy and energy efficiency projects, including the City of Seattle's Office of Sustainability and Environment (energy efficiency financing program), Clark County, Washington (biomass project development) and the Alaska Energy Authority.

#### **GE Capital, Energy Financial Services Associate**

2005

- Reviewed and quantified investment and lending opportunities in emissions markets and carbon finance, culminating in a briefing for the CEO and senior team.
- Completed a greenhouse gas inventory of the firm's 150 power plant investments to evaluate risk stemming from federal climate policy.

#### **Evolution Markets, Renewable Energy Markets Summer Associate**

2004

- Pitched renewable energy credits to West Coast companies to meet corporate sustainability goals.
- Evaluated renewable energy investments based on environmental and economic performance.

#### **The Natural Step, Director of Development**

2001 – 2003

- Collaborated with senior executives at McDonald's, Nike, Starbucks, The Home Depot, and Bank of America on the integration of environmental principles into their strategy and operations.
- Developed and implemented a funding strategy for a U.S. environmental and social sustainability non-profit advisory and research organization with an annual budget of \$1.4 million.
- Structured a climate impact reduction initiative in partnership with NGOs and corporations.

#### **WetFeet, Inc., Product Manager**

1999 – 2001

- Developed and wrote product, marketing, and sales plans for a publishing and marketing software product with estimated revenue of \$2.7MM in 2001. Co-led subsequent implementation.
- Managed an in-house team of two, vendor relationships, and a department budget.

#### **United States Peace Corps, Public Health Volunteer, Guinea, West Africa**

1997 – 1999

- Managed construction of a rural, U.S. government-funded middle school
- Co-edited a national French-language magazine comprised of articles by Guinean schoolchildren

## **EDUCATION AND TRAINING**

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MBA; Yale School of Management, New Haven, Connecticut, 2006

MS; Yale School of Forestry and Environmental Studies, New Haven, Connecticut, 2005

BA; University of Vermont, Burlington, Vermont, 1997

## **SYNERGISTIC ACTIVITIES**

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### **Trustee, Northwest Fund for the Environment**

2009 - Present

Provide strategic and financing advice on grant making programs in aquatic ecosystem protection and growth management, funding environmental non-profits throughout the Pacific Northwest.

### **Program Consultant, Washington State Department of Commerce Energy Efficiency Lending Credit Enhancement Program**

2009 - Present

Consulted to the Department of Commerce to assist with the development of a statewide ARRA-funded credit enhancement program, designed to encourage lending for energy efficiency retrofits in Washington

### **Member, Implementation Working Group of Governor Gregoire's Washington State Climate Advisory Team**

2008 - Present

### **Author**

- Author, "Financing evolves to benefit the environment," Seattle Daily Journal of Commerce, June 26, 2008.
- Co-Author with Radha Kuppalli, "Green winds of change point to a sustainable future," Bond Buyer, June 2, 2008.
- Co-Author with Michael Conroy, "Fair Trade Coffee in the U.S.: Why Companies Join the Movement", a chapter in Fair Trade: The Challenges of Transforming Globalization, published by Routledge in 2007.

**Aaron Goldfeder**  
Co-Founder, CEO, EnergySavvy.com  
aaron@energysavvy.com

## **PROFESSIONAL EXPERIENCE**

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### **Co-Founder, CEO, EnergySavvy.com**

7/2008 - present

- Conceptualized the business, attracted and hired initial talent, developed product and business strategy
- Raised private capital to finance the company
- Led the company into the marketplace in 2009

### **Principal Group Program Manager – Manageability Services Group, Microsoft Corporation**

1/2007 – 5/2008

- Provided group level direction and execution management for engineering teams within Microsoft's Manageability Services Group
- Program Management discipline end-owner with a multi-million dollar budget
- Recruited, organized, developed and supervised managers and individuals
- Supervised the development of customer scenarios, requirements analysis, technical designs, development schedules, feature delivery and group product roadmap
- Supervised FTC and other regulatory audit readiness for Microsoft production services

### **Co-founder, President, Digital Intrepid, Inc.**

11/2006 – 11/2007

- Conceptualized, developed and launched web application heresphere.com which enabled easy location based social networking for university, cafe and conference scenarios
- Led 3 programmers in 'nights and weekends' Web 2.0 incubation using Ruby on Rails, javascript frameworks and Ajax user interface techniques
- Key contributor to customer scenario development, user interface and interactive design, social marketing features as well as programming
- Developed and filed one provisional patent

### **Lead Program Manager - Local Search, Microsoft Corporation**

4/2005 – 10/2005

- Independently drove and internally sold a new business concept in the Local Search business which combined small and medium business services with MSN shopping and Local Search in an end-to-end solution
- Worked 'nights and weekends' for 5 months prior to joining Local Search by independently networking and collaborating with marketing, biz dev and engineering in teams such as Office, Point of Sale, MSN Search, Shopping, Advertising and Bill Gates' staff
- Helped organize, staff, mentor Program Managers, direct and drive results for the MSN Local Search team including an initial international release

### **Lead Program Manager, Program Manager - Windows Presentation Foundation, Microsoft Corporation**

9/2001 – 4/2005



- Key leader in vision and execution for Windows Presentation Foundation 1.0 and Common Language Runtime 2.0 security and web strategies
- Drove end-to-end feature development in Windows Presentation Foundation 1.0 including scenarios, requirements gathering, specifications, feature team driving, communication and delivery
- Initiated and delivered a successful technical security review of Windows Presentation Foundation 1.0 supervising 400+ people's work
- Promoted multiple times including promotion to Lead Program Manager

#### **Program Manager - Internet Explorer 6.0, Microsoft Corporation**

1/2001 – 9/2001

- Led design, execution and delivery of security improvements in Internet Explorer
- Participated in developing the 1.0 version of the W3C Platform for Privacy Preferences specification (P3P) and a key driver of implementation in Internet Explorer 6.0

#### **Software Development Engineer Intern, Sierra Online**

10/2000 – 12/2000

- Maintained and developed tools in C++ for a large 3D game

#### **EDUCATION**

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##### **University of Washington**

M.S. Mathematics w/ cryptography focus

##### **University of Florida**

B.S. Mathematics with honors

Developed MBA equivalent through entrepreneurial experience

#### **SYNERGISTIC ACTIVITIES**

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Board advisor to a local Home Performance Contracting company

Co-founder and Co-organizer of Bloom! Seattle a local sustainability conference which attracts sustainability leaders in Seattle and nationally

**Todd W. Currier**

Division Manager, Washington State University Extension Energy Program

**PROFESSIONAL EXPERIENCE**

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**Division Manager, Washington State University Extension Energy Program**

2002-Present

Responsible for work group of professional and technical staff members engaged in building science and research, building code development and implementation, indoor air quality improvement, federal and local government resource conservation programs, renewable energy programs and technology, program evaluation and data analysis, and contracting and internal financial support services

**Professional Experience Assistant Energy Services Manager/Assistant Energy Conservation Manager, Tacoma Power/Tacoma Public Utilities**

1988-2002

- Managed work group of up to 15 professional and technical staff members responsible for development, delivery, evaluation and administration of utility energy conservation programs, led utility resource and business planning efforts, led negotiations of numerous federally-funded energy conservation contracts – including two in excess of \$20 million • Assisted in the development and implementation of a comprehensive conservation effort for new and existing residential, commercial and industrial facilities resulting in the acquisition of 40 average megawatts at a cost of approximately \$120 million
- Managed the development of Tacoma Power's EverGreen Options green power product for retail customers

**Program Technician and Administrative Assistant, Office of Intergovernmental Affairs/Energy, City of Tacoma**

1984-1987

- Managed work group of seven staff members responsible for the development, implementation and financial management of aspects of the City of Tacoma's energy conservation programs
- Developed and negotiated funding from the Bonneville Power Administration for a multi-million dollar comprehensive new construction energy efficiency program including code enforcement support, new home marketing, builder incentives and training, and peer assistance to local governments

**Administrative Support and Accounting Technician, Conservation and Solar Division, Seattle City Light**

1980-1984

- Implemented technical information service for commercial and industrial utility customers
- Performed financial reporting and program tracking tasks in support of multi-million dollar conservation programs funded by both the utility and the Bonneville Power Administration

**EDUCATION**

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**University of Puget Sound School of Law**

J.D., 1986

**University of Washington**  
Master of Arts, 1981 (Philosophy)

**Indiana University**  
Bachelor of Arts, 1979 (History and Philosophy)

**SYNERGISTIC ACTIVITIES**

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Past Member, Board of Directors, Northwest Energy Efficiency Alliance  
Past Board President, Big Brothers/Big Sisters of Tacoma-Pierce County



**Michael Woo**  
Founder and Director, Got Green  
michael@gotgreen.org

- Nearly forty years working with diverse communities of color on issues of race and social justice
- Strong networks and trusted relationships with immigrant and refugee communities, grassroots organizations, African- Americans and other communities of color
- A combined 18 year work history in the local construction industry as a union member
- Deep knowledge of workforce and apprenticeship training systems and barriers to accessing these systems by low-income persons of color
- Proven ability to build partnerships and coalitions with broad and diverse interests
- Earned respect from public officials, private sector, and organized labor for principles and lifelong commitment to economic justice
- Successfully led grassroots organizing strategies aimed at increasing access and participation of low-income people of color in training and apprenticeships leading to careers, higher wages and benefits

#### **PROFESSIONAL EXPERIENCE**

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**Founder and Director, Got Green** White Center, Southeast and Central Seattle

2008-present

Recruited young adults of color to outreach to their communities, elevate their voices, and to ensure low-income communities will have access to green jobs and training.

**OUTREACH** – Recruited and trained residents from low-income communities to canvass targeted neighborhoods to promote energy efficiency and conservation practices in 2500 multi-family and single family homes where 6,000 CFL's and 800 water saving shower heads and faucet aerators were installed. Organized first White Center Energy Festival with over 100 volunteers to promote the benefits of energy conservation. Coordinated to collection of over 1200 pledges of support calling for ARRA spending for training and jobs for unskilled low-wage workers.

**TRAINING** - Developed basic curriculum and trained young adults in effective communication and basic Tier I weatherization/retrofit and job readiness skills.

**PARTNERSHIPS** - Partnered with local nonprofit and governmental agencies (City of Seattle, Seattle Housing Authority, and Community Development Agencies) to pilot energy conservation outreach and retrofit projects. Helped to develop green pathways with the Laborers International Union of North America (LIUNA) to train and certify Got Green members as Weatherization and Installer Technicians.

**POLICY** – Lobbied with Got Green at federal, state, and local governments for policy and regulations for equity and inclusion on green jobs and energy conservation projects

**Project Coordinator, Construction Clearinghouse** (White Center) King County

2007-present

Developed intra-agency relationships in White Center neighborhoods to create a "pipeline" from recruitment to placement on public and private construction projects. Trained agency outreach/case management staff on industry entry standards and wrap around services and support needs of clients to overcome barriers to success.

**Founding Board Member/Staff Organizer/Executive Director, Legacy of Equality, Leadership, & Organizing (LELO) Family Wage Jobs Organizing Project(s) Seattle, WA**

1998-2006

Led multiple community organizing campaigns to create apprenticeship training and employment opportunities for low-income communities of color. Developed organizational trainings to expand leadership of core LELO activists. Worked across racial and ethnic communities on a broad range of issues and projects. Successful campaigns included:

Sound Transit— Organized the FAST (Fairness and Access to Sound Transit) Jobs Coalition - one of the first community-based workers organizations in the U.S. to win a seat at the negotiating table on a Project Labor Agreement. This PLA was the first in state history with community participation labor/management cooperation and provisions for higher apprenticeship and diversity goals and innovative language to increase retention and MBE participation

Seattle Housing Authority HOPE VI Redevelopment Projects - Coordinated 2-year campaign to hold public housing agency and their contractors accountable to federal HUD Section 3 requirements. The resulting agreement provides for substantially higher goals for Section 3 eligible low-income residents, an on-going community monitoring role, and the agency's commitment to apply these provisions to all SHA projects >\$1M, regardless of funding source.

**Mechanical Shop Foreman/Building Manager, King County Construction & Fac. Mgmt.**

1984-1998

MT Journey Pipefitter on capital construction, tenant improvement, and maintenance projects. Opened Regional Justice Center in charge of all building operations and maintenance.

**General Laborer, IUNA Local 440 Western WA**

1970-1971 & 1976-1979

Journey Level Laborer on commercial and public work projects in Western Washington

**Staff Organizer, United Construction Workers Association (UCWA) Seattle, WA**

1971-1976

The UCWA led unemployed minority workers in a multi-year organizing and legal strategy to end racial discrimination against Blacks and other minorities in the Seattle King County area construction industry. Developed relationships and support from a broad coalition of community, non-profit, and faith-based organizations.

**Alex Laskey**  
President, Co-Founder, OPOWER

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**PROFESSIONAL EXPERIENCE**

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**President, Co-Founder, OPOWER**

2006-present

- Co-Creator of the Home Energy Report, Laskey leads OPOWER's customer and public-facing activities working with utility partners and their constituents, regulators, legislators and activists.

**Research Analyst and Strategist, FAIRBANK, MASLIN, MAULLIN & ASSOCIATES**

2006 - 2007

- Provided strategic leadership and performed survey research for statewide, county and municipal ballot measures, statewide candidates and congressional campaigns in California, Washington, Oregon and Wisconsin
- Performed survey research, analysis and focus groups for non-profits and environmental advocacy organizations including the Trust for Public Land, the Sierra Club and the Nature Conservancy in California, Washington, New Jersey and Oregon

**Campaign Manager, JANET REILLY FOR CALIFORNIA STATE ASSEMBLY**

2005 - 2006

**Campaign Manager, NICK WAUGH FOR SAN FRANCISCO SUPERVISOR**

2004 - 2004

**Producer, ASSISTED LIVING – FEATURE FILM**

2002 - 2005

- Produced award-winning, critically-acclaimed independent feature film, released in theatres across the country and internationally in spring of 2005 and on DVD & television in 2006
- Developed and executed festival, marketing, press and distribution plans for the film.

**VP and Director of Business Development, THE ROMANN GROUP, INC.**

2000 - 2001

- Led new-business efforts that increased advertising agency billings from \$9 million in 1999 to \$47 million in 2001.
  - Revamped new business practices and processes. Wrote agency business plan.
  - Identified, pursued, and signed on clients, including Citibank, Computer Associates, Echostar – Dish Network, Priceline, Time Warner Cable, 24/7 Media and AT&T.
- Managed strategy and research team of 4 associates. Reported to and worked closely with CEO of 50-person firm.

**Lead On-Site Liaison, GORE/LIEBERMAN 2000, PRESS AND ADVANCE OFFICES**

2000

**Chief On-Site Advance Liaison, THE WHITE HOUSE, PRESS AND TRAVEL OFFICES**

1999 - 2000



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## EDUCATION

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**Harvard University**, AB, Ford Foundation Grant Winner, Harvard College Scholarship  
Concentration in The History of Science, June 1999

Name of Applicant	City of Seattle, Washington
Project Director	Michael Mann, Director, Office of Sustainability and Environment
Project Title	Seattle's Neighborhood <b>Weatherize Every Building (WEB)</b> Initiative to Power Change

The City of Seattle has teamed with more than 40 public, private, utility, and nonprofit partners to create the **Weatherize Every Building (WEB)** initiative. The WEB initiative will put 2,000 people to work in green jobs in the retrofit industry, slash carbon emissions by 30%, save energy and money, leverage private capital, and expand the clean energy economy. The WEB initiative is designed to achieve a market share of 25-50% for energy efficiency in our targeted Central Seattle district by accomplishing these objectives:

1. **Boost our economy and environment through major energy savings and new jobs**—cutting energy use by 15 to 45%, eliminating 71,000 metric tons of CO<sub>2</sub>e emissions, and creating 2,000 green jobs.
2. **Provide communities around the region and nation with a model they can adopt**, including best practices to overcome the key barriers of access to information, financing, and skilled workers.
3. **Test and prove the feasibility of innovative and game-changing solutions**—including energy efficiency service charges, credit enhancement, on-bill utility repayment, carbon incentive funds, development of secondary markets, web tools, door-to-door community outreach, and workforce development partnerships.
4. **Maximize the leverage of federal funds**, providing the public with a superior return on its investment with 7:1 leverage of EECBG funds.
5. **Establish a conservation program and financing facility that is durable and sustainable over time**—quickly achieving critical mass, transforming the marketplace, and continuing after the initial investment of EECBG start up funds.

The WEB initiative uses a strategic neighborhood-based approach to identify, finance, deliver, and monitor energy efficiency retrofits in eligible buildings within a targeted district in the heart of Seattle—the Central Seattle District. The Central Seattle District is comprised of some of the city's most culturally and economically diverse populations and businesses and nearly 60 million square feet of buildings constructed before 1982 energy performance standards. The District includes the dense downtown core; First Hill, housing four of the largest medical institutions in the region; and the International District, where some 94 languages are spoken.

The WEB initiative will use "information on-ramps" to target **single-family homes** as its primary focus, with a secondary focus on retrofit efforts for **multifamily, small business** (grocery stores, restaurants), **large commercial, hospital/institutional**, and **municipal** facilities for a holistic energy efficiency focus throughout the district. We have designed our approach to provide audits covering 40% of our targeted square footage and retrofits in 75% of space audited (30% of the targeted square footage and 25% of total buildings).

**Seattle's Office of Sustainability and Environment** will manage the project, working closely with a core management team that includes utility partners from **Seattle City Light** (electricity) and **Puget Sound Energy** (natural gas) and a lead technical advisor from **Washington State University's Energy Extension Program**. The Principal Investigator/project manager and management team will contract with and direct the work of private and nonprofit partners to provide outreach, audit, finance, and retrofit services. Key partners include **McKinstry**, **ShoreBank**, **Earth Advantage**, and many more.

The WEB initiative targets more than 22,000 households in single-family homes, apartments, and condos. The initiative will achieve its energy efficiency goals by engaging all residents, businesses, and buildings—diverse communities, young and old, rich and poor, homeowners and renters, workers and business owners. To deliver the greatest impact and yield valuable lessons to share, we chose a demographically diverse district where 60% of residents fall below the Seattle average median income. Virtually everyone in our targeted Central Seattle community will become aware of and involved in reducing energy use and emissions.



US Department of Energy  
BUDGET JUSTIFICATION  
UNDER FUNDING OPPORTUNITY ANNOUNCEMENT NO. DE-FOA-0000148

**BUDGET EXPLANATION AND OTHER REQUIREMENTS FOR  
FINANCIAL ASSISTANCE AWARDS TO  
STATE AND LOCAL GOVERNMENTS**

Applicant: Washington State University Budget Period From: 5/1/2010 To: 4/30/2013  
Award/Proposal Number: DE-FOA-0000148 Amendment Number: \_\_\_\_\_

ALL INFORMATION REQUESTED ON THIS FORM MUST BE PROVIDED IN THE FORMAT AND SPACES PROVIDED UNDER EACH CATEGORY. IF ADDITIONAL SPACE IS NEEDED, APPLICANT MUST ATTACH A SEPARATE PIECE OF PAPER CONTAINING ADDITIONAL INFORMATION IN THE SAME FORMAT.

THE BUDGET MUST INCLUDE TOTAL PROJECT COSTS [DOE REQUESTED FUNDS PLUS APPLICANT AND THIRD PARTY PARTICIPANT (TEAM MEMBER(S)) COST SHARE AMOUNT]. The purpose of this form is to explain and justify all project costs identified on the DOE F 4600.4, including Federal (DOE), Non-Federal (State/Applicant), and all cost share amounts, such as third party cost share. In addition, each sub-participant should fill out one NETL Budget Detail Form that includes details on all 4600.4 budget items that would be expended and recorded through their budget offices, or be directly attributed to their organization through in-kind services. NETL Budget Detail forms are also required at a sub-sub recipient level if the proposed sub-sub recipient meets the threshold levels as defined in paragraph 1.f.a., below.

**1. BUDGET INFORMATION**

- a. **PERSONNEL** - List costs solely for employees of the Applicant. All other Participant (third party) personnel costs must be included under the Contractual (Item 1.f. below and on form DOE F 4600.4, Section B, line 6.f. Contractual)

Identify positions to be supported under the proposed award. Key personnel should be identified by title. All other personnel should be identified either by title or a group category. State the amounts of time (such as hours) to be expended, the composite base pay rate, total direct personnel compensation and identify the rate basis (e.g., labor distribution report, technical estimate, state civil service rates, etc.).

Title/Group	Time	X	Pay Rate	=	(Total Compensation)	Rate Basis
Director		1,515	\$ 67.19		\$ 101,792.00	Payroll Distribution
Enrgy Mgr		1,758	\$ 59.69		\$ 104,967.00	Payroll Distribution
Research Engineer		3,981	\$ 37.00		\$ 147,308.00	Payroll Distribution
Total Compensation:					\$ 354,067.00	

- b. **FRINGE BENEFITS** - A federal Fringe Benefit Rate Agreement of proposal is required. Please check one of the boxes below.

- ☐ An approved Federal Fringe Benefit Rate Agreement has been previously submitted to DOE)
- ☐ An approved Federal Fringe Benefit Rate Agreement is in effect or pending and has not previously been submitted to DOE. A copy is attached which identifies the Federal agency point of contact.
- ☐ A current Federal Fringe Benefit Rate Agreement is not in effect or pending. Attached is a rate proposal which includes the following:

A list of the current total yearly benefit accounts and costs that comprise total fringe benefits.

An explanation of the base used and the amount applied to develop the fringe rate.

Fringe benefit rate is 32% plus leave pool rate for A/P 30.2% for a total rate of 62.2%



Title/Group	Total Compensation	X	Fringe Benefit Rate	=	Total Fringe Benefits
Director	\$ 101,792.00		58.6%		\$ 59,652
Enrgy Mgr	\$ 104,967.00		58.6%		\$ 61,513
Research Engineer	\$ 147,308.00		58.6%		\$ 86,323
<b>Total Fringe Benefits:</b>					<b>\$ 207,488</b>

c. **TRAVEL** - Identify total Foreign and Domestic Travel as separate items.

1. Are travel costs governed by organizational travel policies? Yes   x   No         
If no, provide basis for estimating costs:

2. For all travel, provide information below. (Example: conferences, DOE sponsored meetings, project management, etc.)

Purpose of Travel	Est # trips	Est cost per trip	Total
Sponsor Meetings/Project Management	36	\$ 83.33	\$ 3,000.00
<b>Total Travel</b>			<b>\$ 3,000</b>

d. **EQUIPMENT** - Generally defined as an item with an acquisition cost in excess of \$5,000 and a useful life expectancy of more than one year. Further definitions can be found at:

[http://www.access.gpo.gov/nara/cfr/waisidx\\_00/10cfr600\\_00.html](http://www.access.gpo.gov/nara/cfr/waisidx_00/10cfr600_00.html)

List the proposed equipment below and briefly justify its need as it applies to the Statement of Project Objectives

Equipment Item	Est. Unit Cost	No. of Units	Basis of Cost	Justification of Need
	\$ -	0		
<b>Total Equipment Cost:</b>		<b>\$ -</b>		

e. **SUPPLIES** - Generally defined as an item with acquisition cost of \$5,000 or less and a useful life expectancy of less than one year. Further definitions can be found at:

[http://www.access.gpo.gov/nara/cfr/waisidx\\_00/10cfr600\\_00.html](http://www.access.gpo.gov/nara/cfr/waisidx_00/10cfr600_00.html)

Provide the information below for supplies that total \$25,000 or are greater than 20% of total costs for the project, whichever is less. (Basis of cost -- vendor quotes, prior purchases of similar or like items, published price list, etc.).

General Category of Supplies	Cost	Basis of Cost	Justification of Need
	\$ -		
	\$ -		
<b>Total Supplies:</b>		<b>\$ -</b>	

f. **CONTRACTUAL** - Section 600.236 sets forth standards for use by recipients in establishing procedures for the procurement of supplies and other expendable property, equipment, real property and other services with Federal funds.

List all Participant [subcontract(s), and consultant(s)] costs including their cost share. Do not list vendors that provide goods and services. Go to the following website for further information:

[http://www.access.gpo.gov/nara/cfr/waisidx\\_00/10cfr600\\_00.html](http://www.access.gpo.gov/nara/cfr/waisidx_00/10cfr600_00.html)

Participant Name	Total Cost	Cost Share	Short Work Description
<b>Total Contractual:</b>	<b>\$</b>	<b>-</b>	

- a. For each Participant with a total estimated cost (including cost share) in excess of \$50,000, or 20% of total costs (whichever is less), provide (i) a Statement of Work, (ii) a DOE F 424A Federal Assistance Budget Information, and (iii) a completed NETL Budget Detail Form.
- b. Provide a sole source justification for any Participant not competitively selected with estimated project costs over \$100,000.
- c. For support for which a Participant has not been identified, provide a scope of work and basis of cost estimate.  
See Task 2, basis of cost of work done previously
- g. **CONSTRUCTION** - Construction, for the purpose of budgeting, means all types of work done on a particular building, including erecting, altering, or remodeling.)
  1. Identify the proposed construction costs, identifying the Participant to perform the construction.

Participant Name	Total Cost	Cost Share	Short Work Description
	\$ -	\$ -	
	\$ -	\$ -	
	\$ -	\$ -	
	\$ -	\$ -	
<b>Total Construction:</b>	<b>\$</b>	<b>-</b>	

2. For each selected participant, provide (i) a Statement of Objectives, (ii) either a cost proposal or a completed NETL Budget Detail form and (iii) a DOE F 4600.4 Federal Assistance Budget Information.
3. Provide a sole source justification for any Participant not competitively selected with estimated project costs over \$100,000.
4. For support for which a Participant has not been selected, provide a scope of work and a basis of cost estimate.
- h. **OTHER DIRECT COSTS** - Other direct costs are items that cannot be properly included in the above categories.

Provide the information below for other direct costs that total \$25,000 or are greater than 20% of total costs for the project, whichever is less. (Basis of cost -- vendor quotes, prior purchases of similar or like items, published price list, etc.).

General Description	Cost	Basis of Cost	Justification of Need
IT Service Center	\$ 44,385.00	Historical	See below
Rent Service Center	\$ 32,735.00	Historical	See below
		Historical	
<b>Total Other Direct Costs:</b>	<b>\$ 77,120.00</b>		

**NOTE:** The IT Service Center has been determined to be a Major Program as defined in OMB Circular A-21, therefore, this service center which is located within the WSU Energy Program is direct charging items that would normally be considered as facilities and administrative costs

**I. INDIRECT COSTS** - A federal Indirect Rate Agreement or proposal is required. Please check one of the boxes below.

<input checked="" type="checkbox"/>	A federal-approved indirect cost rate agreement has been submitted to the DOE.
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☐ An approved Federal Indirect Cost Rate Agreement is in effect of pending and has not previously been submitted to DOE. A copy is attached which identifies the Federal agency point of contact.

☐ A current approved Federal Indirect Cost Rate Agreement is not in effect or pending. An indirect cost rate proposal is attached which includes the following:

List the accounts and amounts that comprise the total direct and indirect costs.

- a. Explain each base used and amount applied to develop each indirect rate per pool.
- b. Calculate the indirect rate(s) and enter the total amount in Section B, line 6.j. Indirect Charges on Form DOE F 4600.4.

Indirect rate is calculated at the total direct cost \$641,675 less rent (\$32,735) = \$608,940 x 26% = \$158,325

Total Indirect	158,325.00
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## 2. ADDITIONAL INFORMATION

a. **Cost Share**

1. Identify the amount of cost sharing proposed by the Applicant and each Participant and the total amount as a percent of the total cost of the project. Cost sharing from other Federal sources cannot be counted as non-Federal Recipient contributions. Formula grant funding may not be used to satisfy cost share requirements. Non-Federal sources include private, state, or local, Government, or any sources that were not originally derived from Federal funds.

<u>Organization</u>	<u>Item</u>	<u>Amount</u>	<u>Type (cash, in-kind, etc.)</u>
	Total:	\$ -	

Total Project Cost:	\$ 800,000	Cost Share Amount:	\$ -	Cost Share %:	0.0%
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2. For each cost share contribution identified as an in-kind contribution, please describe how the value of the in-kind contribution was derived.




**American Recovery and Reinvestment Act/  
Contractor's Certification of Compliance with  
Davis-Bacon and Related Act Requirements**

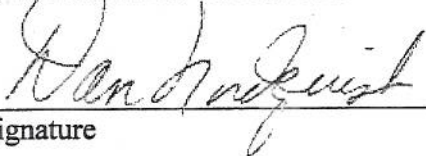
**Subcontractor:** Washington State University

**Project:** Retrofit Ramp-Up Project

As a subcontractor for the above project, I hereby make the following certification and acknowledgment with respect to the applicability of Davis-Bacon and Related Acts Requirements:

1. By entering into this process, I certify and acknowledge that the above referenced Project is Federally funded and that subcontractor on this project is solely responsible for complying with the Davis-Bacon and Related Acts Requirements; and,
2. That subcontractor along with all its' subcontractors on this project are required to pay their laborers and mechanics employed under this subcontract, a wage not less than the highest wage applicable to their work classifications, as specified by the current and applicable Federal Wage Determination; and,
3. Subcontractor is responsible for ensuring subcontractor compliance with Davis-Bacon and Related Acts Requirements.

By an Authorized Official of Subcontractor

  
Signature

Dan Nordquist, Director, OGRD  
Title

12/14/2009  
Date



## DEPARTMENT OF HEALTH &amp; HUMAN SERVICES

Program Support Center  
Financial Management Service  
Division of Cost Allocation

DCA Western Field Office  
90 7th Street, Suite 4-600  
San Francisco, CA 94103

JUN 01 2009

Barry Johnston  
Asst. VP for Business & Finance  
Washington State University  
French Admin. Bldg., Rm. 240Q  
P.O. Box 641025  
Pullman, WA 99164-1025

Dear Mr. Johnston:

A copy of an indirect cost/fringe benefits Negotiation Agreement is attached. This Agreement reflects an understanding reached between your organization and a member of my staff concerning the rate(s) that may be used to support your claim for indirect costs on grants and contracts with the Federal Government. Please have the Agreement signed by a duly authorized representative of your organization and return it to me BY FAX, retaining the copy for your files. We will reproduce and distribute the Agreement to the appropriate awarding organizations of the Federal Government for their use.

An indirect cost/fringe benefits rate proposal together with required supporting information must be submitted to this office for each fiscal year in which your organization claims indirect costs under grants and contracts awarded by the Federal Government. Thus, your next proposals based on your fiscal year ending June 30, 2009 is due in our office by December 31, 2009.

Sincerely,

  
Wallace Chan  
Director

Enclosures

PLEASE SIGN AND RETURN THE NEGOTIATION AGREEMENT BY FAX

## COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN #:

DATE: May 28, 2009

## INSTITUTION:

Washington State University  
 French Admin. Bldg., Rm. 240Q  
 P.O. Box 641025  
 Pullman

WA 99164-1025

FILING REF.: The preceding  
 Agreement was dated  
 July 8, 2008

The rates approved in this agreement are for use on grants, contracts and other  
 agreements with the Federal Government, subject to the conditions in Section III.

## SECTION I: FACILITIES AND ADMINISTRATIVE COST RATES\*

RATE TYPES: FIXED FINAL PROV. (PROVISIONAL) PRED. (PREDETERMINED)

TYPE	EFFECTIVE PERIOD		RATE (%)	LOCATIONS	APPLICABLE TO
	FROM	TO			
PRED.	07/01/06	06/30/07	46.8	On-Campus	Organized Research
PRED.	07/01/07	06/30/10	49.5	On-Campus	Organized Research
PRED.	07/01/06	06/30/10	26.0	Off-Campus	Organized Research
PRED.	07/01/06	06/30/10	55.0	On-Campus	Instruction
PRED.	07/01/06	06/30/10	26.0	Off-Campus	Instruction
PRED.	07/01/06	06/30/07	30.2	On-Campus	Other Sponsored Act.
PRED.	07/01/06	06/30/07	22.3	Off-Campus	Other Sponsored Act.
PRED.	07/01/07	06/30/10	33.0	On-Campus	Other Sponsored Act.
PRED.	07/01/07	06/30/10	26.0	Off-Campus	Other Sponsored Act.
PROV.	07/01/10	UNTIL AMENDED	Use same rates and conditions as those cited for fiscal year ending June 30, 2010.		

## \*BASE:

Modified total direct costs, consisting of all salaries and wages, fringe benefits, materials, supplies, services, travel and subgrants and subcontracts up to the first \$25,000 of each subgrant or subcontract (regardless of the period covered by the subgrant or subcontract).

Modified total direct costs shall exclude equipment, capital expenditures, charges for patient care, tuition remission, rental costs of off-site facilities, scholarships, and fellowships as well as the portion of each subgrant and subcontract in excess of \$25,000.



INSTITUTION:  
Washington State University

AGREEMENT DATE: May 28, 2009

SECTION I: FRINGE BENEFITS RATES\*\*

RATE TYPES: FIXED		FINAL	PROV. (PROVISIONAL)	PRED. (PREDETERMINED)	
<u>TYPE</u>	<u>EFFECTIVE PERIOD</u>		<u>RATE (%)</u>	<u>LOCATIONS</u>	<u>APPLICABLE TO</u>
	<u>FROM</u>	<u>TO</u>			
FIXED	07/01/09	06/30/10	30.2	CEEEO (1)	Admin/Prof Employees
FIXED	07/01/09	06/30/10	32.6	CEEEO (1)	Classified Employees

(1) Cooperative Extension Energy Office

\*\*DESCRIPTION OF FRINGE BENEFITS RATE BASE:

Salaries and wages excluding vacation, holiday, sick leave pay,  
other paid absences, and direct charged fringe benefits.

INSTITUTION:  
Washington State University

AGREEMENT DATE: May 28, 2009

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**SECTION II: SPECIAL REMARKS**

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**TREATMENT OF PAID ABSENCES**

Except for CEEO employees (Admin/Prof and Classified Categories only), vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are charged to Federal projects as part of the normal charge for salaries and wages. Separate charges for the cost of these absences are not made.

For CEEO (Admin/Prof and Classified Categories only), the cost of vacation, holiday, sick leave pay, and other paid absences are included in a fringe benefit rate and are not included in direct charges for salaries. Charges for salaries must exclude those paid to CEEO employees (Admin/Prof and Classified Categories only) for periods when they are on vacation, holiday, or sick leave, or are otherwise absent from work.

**TREATMENT OF FRINGE BENEFITS**

Except for CEEO employees (Admin/Prof and Classified Categories only), this organization charges the actual cost of each fringe benefit direct to Federal projects. However, it uses a fringe benefit rate which is applied to salaries and wages in budgeting fringe benefit costs under project proposals. The following fringe benefits are treated as direct costs:

SOCIAL SECURITY, WORKERS COMPENSATION, HEALTH/LIFE INSURANCE, UNEMPLOYMENT COMPENSATION, DISABILITY INSURANCE, RETIREMENT (TIAA/CREF, PERS), AND QUALIFIED STUDENT TUITION REDUCTION (TUITION REMISSION).

For CEEO employees (Admin/Prof and Classified Categories only), this organization uses a fringe benefit rate which is applied to salaries for budgeting and charging purposes for Federal projects. The following fringe benefits are included in CEEO fringe benefit rate: PAID ABSENCES

The following fringe benefits are treated as direct costs:

SOCIAL SECURITY, WORKERS COMPENSATION, HEALTH/LIFE INSURANCE, UNEMPLOYMENT COMPENSATION, DISABILITY INSURANCE, RETIREMENT (TIAA/CREF, PERS).

**DEFINITION OF OFF-CAMPUS:** A project is considered off-campus if the activity is conducted at locations other than in University owned or operated facilities and indirect costs associated with physical plant and library are not considered applicable to the project.

**DEFINITION OF EQUIPMENT**

Equipment is defined as tangible nonexpendable personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

This rate agreement updates the fringe benefits only.



INSTITUTION:  
Washington State University

AGREEMENT DATE: May 28, 2009

SECTION III: GENERAL

A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions:

(1) Only costs incurred by the organization were included in its facilities and administrative cost pools as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as facilities and administrative costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from facilities and administrative to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Office of Management and Budget Circular A-21 Circular, and should be applied to grants, contracts and other agreements covered by this Circular, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

BY THE INSTITUTION:  
Washington State University

(INSTITUTION)

(SIGNATURE)

Barry E. Johnston

(NAME)

Asst. V.P. Business & Finance

(TITLE)

June 1, 2009

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(AGENCY)

(SIGNATURE)

Wallace Chan

(NAME)

DIRECTOR, DIVISION OF COST ALLOCATION

(TITLE)

May 28, 2009

(DATE) 2144

HHS REPRESENTATIVE: Patrick Smith

Telephone: (415) 437-7820



OBJECT	SUB OBJECT	WSU Energy Program Fiscal Year 2010 Information Technology Service Center (1017)	Cost
00	AB/AD	Salaries/Benefits	\$400,308
03	AB	Non Capitalized Computer Equipment (tape drive, network server)	\$53,209
03	AL	Data Processing Supplies (Backup Tapes, Toner, Floppy Disks, CD Media, etc.)	\$5,000
03	AS	Parts - Equipment - ( Repair work on computer equip. )	\$11,625
03	FK	Land and Building Leases	\$100,205
03	GF	Computer Equipment Maintenance Contracts	\$4,282
03	MJ	Purchased Computer Services	\$1,671
03	PZ	Other Purchased Services	\$4,220
03	SD	Computer Software - Small	\$39,124
16	EB	Non-Capitalized Computer Equipment - ( \$300-\$4,999 per item )	\$1,000
16	EE	Capitalized Computer Equipment	\$23,000
<b>TOTALS:</b>			\$643,643
Internal FTE			60.615
per FTE IT costs			\$ 10,618.54
per hour \$			6.00

OBJECT	SUB OBJECT	WSU Extension Energy Program Fiscal Year 2010 - Rent (1022)	Cost
00	AB/AD	Building Management	23,357
03	EA-ES	Utilities	76,617.00
03	FK	Land and Building Leases (Olympia)	419,194.76
03	FK	Land and Building Leases (Spokane))	16,500.00
03	PZ	tenant improvements, misc	5,000.00
TOTAL			540,669.11

Other:	\$ 7,756 (\$ 4.38)
Library staff:	\$12,979 (\$ 7.33)
IT staff:	\$20,872 (\$11.79)

Applicant Name: City of Seattle, Washington State

Award Number:

OMB Approval No. 0348-0044

## Budget Information - Non Construction Programs

Section A - Budget Summary			Estimated Unobligated Funds			New or Revised Budget		Total (g)
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)			
1. EECBG 'Retrofit Ramp-Up' Program	81.128			\$25,000,000		\$25,000,000		
2.						\$0		
3.						\$0		
4.						\$0		
5. Totals		\$0	\$0	\$25,000,000	\$0	\$25,000,000		
Section B - Budget Categories								
6. Object Class Categories		(1)	(2)	(3)	(4)	Total (5)		
a. Personnel		\$1,091,999				\$1,091,999		
b. Fringe Benefits		\$327,600				\$327,600		
c. Travel		\$0				\$0		
d. Equipment		\$0				\$0		
e. Supplies		\$0				\$0		
f. Contractual		\$14,790,401				\$14,790,401		
g. Construction		\$0				\$0		
h. Other--Revolving Loan Fund		\$4,900,000				\$4,900,000		
i. Other--Credit Enhancement		\$3,890,000				\$3,890,000		
j. Total Direct Charges (sum of 6a-6h)		\$25,000,000	\$0	\$0	\$0	\$25,000,000		
k. Indirect Charges						\$0		
l. Totals (sum of 6i-6j)		\$25,000,000	\$0	\$0	\$0	\$25,000,000		
Page 1 of 5								
7. Program Income					\$	1,667,302		



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Section C - Non-Federal Resources					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals	
8.					\$0
9.					\$0
10.					\$0
11.					\$0
12. Total (sum of lines 8 - 11)		\$0	\$0		\$0
Section D - Forecasted Cash Needs					
Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th quarter	
13. Federal	\$5,000,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
14. Non-Federal	\$0				
15. Total (sum of lines 13 and 14)	\$5,000,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
Section E - Budget Estimates of Federal Funds Needed for Balance of the Project					
(a) Grant Program	Future Funding Periods (Years)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16. EECBG 'Retrofit Ramp-Up' Program	\$10,000,000	\$10,000,000			
17.					
18.					
19.					
20. Total (sum of lines 16-19)	\$10,000,000	\$10,000,000		\$0	\$0
Section F - Other Budget Information					
21. Direct Charges					
22. Indirect Charges					
23. Remarks					

Program income results from the projected accumulated interest from the single family, multi-family, and small business loan programs.

## Instructions for the SF-424A

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### General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the later case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

### Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a **single** Federal grant program (Federal Domestic Assistance Catalog number) and **not requiring** a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a **single** program **requiring** budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in **Column (a)** and the respective catalog number on each line in Column (b).

For applications pertaining to **multiple** programs where one or more programs **require** a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

### Lines 1-4, Columns (c) through (g)

**For new applications**, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

**For continuing grant program applications**, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (e) and (f).

**For supplemental grants and changes** to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

**Line 5**—Show the totals for all columns used.

### Section B. Budget Categories

In the column headings (a) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

**Lines 6a-i**—Show the totals of Lines 6a to 6h in each column.

**Line 6j**—Show the amount of indirect cost.

**Line 6k**—Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

**Line 7**—Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the federal grantor agency in determining the total amount of the grant.

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### Section C. Non-Federal Resources

**Lines 8-11**—Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

**Column (a)**—Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

**Column (b)**—Enter the contribution to be made by the applicant.

**Column (c)**—Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

**Column (d)**—Enter the amount of cash and in-kind contributions to be made from all other sources.

**Column (e)**—Enter totals of Columns (b), (c), and (d).

**Line 12**—Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f) Section A.

### Section D. Forecasted Cash Needs

**Line 13**—Enter the amount of cash needed by quarter from the grantor agency during the first year.

**Line 14**—Enter the amount of cash from all other sources needed by quarter during the first year.

**Line 15**—Enter the totals of amounts on Lines 13 and 14.

### Section E. Budget Estimates of Federal Funds Needed for Balance of the Project

**Lines 16-19**—Enter in Column (a) the same grant program titles shown in Column

(a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants.

If more than four lines are needed to list the program titles, submit additional schedules as necessary.

**Line 20**—Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

### Section F. Other Budget Information

**Line 21**—Use this space to explain amounts for individual direct object-class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.

**Line 22**—Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

**Line 23**—Provide any other explanations or comments deemed necessary.





Applicant Name: Washington State University (Sub-awardee)

Award Number: \_\_\_\_\_

OMB Approval No. 0348-0044

**Budget Information - Non Construction Programs**

Section A - Budget Summary				Estimated Unobligated Funds		New or Revised Budget		Total (g)
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)			
1. Retrofit Ramp-Up EECBG	81-128			\$800,000		\$800,000		
2.						\$0	\$0	
3.						\$0	\$0	
4.						\$0	\$0	
5. Totals		\$0	\$0	\$800,000	\$0	\$800,000	\$800,000	
Section B - Budget Categories								
6. Object Class Categories	Grant Program, Function or Activity				Total (5)			
	(1)	(2)	(3)	(4)				
a. Personnel		\$117,932	\$118,022	\$118,113	\$354,067			
b. Fringe Benefits		\$69,110	\$69,162	\$69,216	\$207,488			
c. Travel		\$1,000	\$1,000	\$1,000	\$3,000			
d. Equipment					\$0			
e. Supplies					\$0			
f. Contractual					\$0			
g. Construction					\$0			
h. Other		\$25,849	\$25,708	\$25,563	\$77,120			
i. Total Direct Charges (sum of 6a-6h)		\$213,891	\$213,892	\$213,892	\$0			
j. Indirect Charges		\$52,775	\$52,775	\$52,775	\$158,325			
k. Totals (sum of 6i-6j)		\$266,666	\$266,667	\$266,667	\$800,000			
7. Program Income					\$0			

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Section C - Non-Federal Resources						
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals		
8.						\$0
9.						\$0
10.						\$0
11.						\$0
12. Total (sum of lines 8 - 11)		\$0	\$0			\$0
Section D - Forecasted Cash Needs						
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th quarter	
13. Federal	\$266,666	\$66,666	\$66,667	\$66,666	\$66,667	
14. Non-Federal	\$0					
15. Total (sum of lines 13 and 14)	\$266,666	\$66,666	\$66,667	\$66,666	\$66,667	
Section E - Budget Estimates of Federal Funds Needed for Balance of the Project						
(a) Grant Program	(b) First		(c) Second	(d) Third	(e) Fourth	
16. 81.128 - Energy Efficiency & Conservation Block Grant Program			\$266,667	\$266,667		
17.						
18.						
19.						
20. Total (sum of lines 16-19)		\$0	\$266,667	\$266,667	\$0	
Section F - Other Budget Information						
21. Direct Charges	22. Indirect Charges		MTDC @ 26%			
\$641,675	Direct cost \$641,675 less rent (\$32,735) = \$608,940 x 26% = \$158,325					
23. Remarks						



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### General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the later case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

### Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a **single** Federal grant program (Federal Domestic Assistance Catalog number) and **not requiring** a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a **single** program **requiring** budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in **Column (a)** and the respective catalog number on each line in Column (b).

For applications pertaining to **multiple** programs where one or more programs **require** a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

### Lines 1-4, Columns (c) through (g)

For new applications, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (e) and (f).

For supplemental grants and changes to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

Line 5—Show the totals for all columns used.

### Section B. Budget Categories

In the column headings (a) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

Lines 6a-i—Show the totals of Lines 6a to 6i in each column.

Line 6j—Show the amount of indirect cost.

Line 6k—Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

Line 7—Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the federal grantor agency in determining the total amount of the grant.